

2011 - 2016

Draft Reviewed Integrated Development Plan

Planning our future.



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EXECUTIVE SUMMARY

1.1 Introduction

Westonaria Local Municipality is a Category B municipality within Gauteng Province, with an Executive Mayor Governance System. It forms part of West Rand District Municipality which consists of four local municipalities, namely, Mogale City, Randfontein, Merafong City and Westonaria Local Municipality.

The Westonaria Local Municipality (WLM) is not unique from other similar local municipalities in the country since it also faces challenges relating to balancing the escalation of urban developmental needs, high rate of poverty, unemployment and crime, non-payment for services culture by the community, declining mining sector, geo-technological complexities, unavailability of scarce resources, electricity tariff escalation and inadequate resources to deal with increasing demands.

The challenges that the municipality faces informed the strategies, approaches and sector plans with specific interventions.

On the 18th of September 2014, the president of the Republic of South Africa, President Zuma announced the concept of Back to Basics which, will assist the municipalities to perform their core functions better. The Back To Basic concept require municipalities plan and focus their performance on the five pillars, namely; Putting people first, Good governance, Basic services, Sound financial management, and institutional capacity. The 2015/16 IDP review is informed and underpinned by the Back to Basics concept.

The merger between Westonaria and Randfontein Local Municipalities, as per Circular 4/2014, was nullified by the withdrawal of the said Circular by the Minister of COGTA on the 12 December, 2014. A new proposal for the creation of a Category A Municipality within the West Rand Region, with Mogale City as the core, was pronounced.

Westonaria Local Municipality is in full support of the proposal. The municipality is fully represented in all the forums that have been established to ensure a smooth transition towards a single Category A Municipality within the West Rand Region. A number of transformation forums have been established i.e. at political level, administrative level, as well as at community level.

The revision of all the 2015/16 IDPs within the region was guided by the intention to ensure that all the revised IDPs become stepping stones and bridges that will enable and facilitate a smooth passage towards a Category A Municipality within the West Rand Region, namely, the "Western Corridor" of the Gauteng City Region, as pronounced by the Gauteng Premier, Mr David Makhura, in his State of The Province Address.

The Premier said that gone are the days when some regions and municipalities will be neglected as the Cinderella's on the periphery of the provincial economy. We need deliberate and conscious action by the entire Gauteng City region leadership to reverse spatial injustice and economic marginalisation of Sedibeng and the West Rand.

The Gauteng province will work with national government, municipalities and the private sector to transform, modernise and diversify the West Rand economy and revitalise the mining towns. The economy of the Western Corridor, will focus on the following:

- Green and blue economy initiatives
- Tourism
- Agro-processing and logistics.

The Lanseria Airport and Maropeng World Heritage Site will be the main anchors of the new city and new economy of the West Rand.

Westonaria's revised 2015/16 IDP, in is line with the spirit of the Gauteng City Region. The city region spirit is translated into and find its true expression in the developed business and operational plans that are linked to the annual budget and the municipality's annual Service Delivery and Budget Implementation Plan (SDBIP).

1.2 The review process

The previous reviews of the 2011 – 2016 IDPs were linked to the Municipal Turnaround Strategy, developed to address some of the concerns raised by national government on the performance of municipalities. Specific areas of focus included improving the financial viability and sustainability of the municipality, improving service delivery quality and adherence to service standards, particularly, in previously marginalised areas as well as implementing measures to prevent and react to incidents of fraud and corruption in the Municipality.

The revision of the IDP was also informed by the overall performance of the Municipality including a review of progress made against programmes and projects and external assessments and other reviews.

Finally, the Municipality continued to focus on delivering services (both capital and operational) based on the needs identified by the community and to ensure social cohesion in and within communities.

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SECTION A:***Vision, Mission and Values*****Our
Vision**

- **Better communities through governance excellence.**

**Our
Mission**

- **To provide a developmental municipal governance model towards sustainable quality of life for all communities in Westonaria.**

**Our
Values**

- **Integrity**
- **Accountable**
- **Committed**
- **Democratic**
- **Proactive**
- **Service excellence**
- **Transparency**

SECTION B:

OVERVIEW OF THE MUNICIPALITY

1 Geographic and Institutional Profile

Westonaria was formed in 1948 by the amalgamation of the townships Venterspost, proclaimed in 1937, and Westonaria, proclaimed in 1938. First called Venterspost, the name was changed to Westonaria when municipal status was attained in 1952. The name is a homophone of 'western area', after the township developing company Western Areas Ltd.¹

Westonaria Local Municipality forms part of the West Rand District Municipality which consists of four local municipalities namely: Mogale City, Randfontein, Merafong City and Westonaria Local Municipality. It is situated approximately 60 km from the economic hub of Gauteng namely Johannesburg, Pretoria and Midrand. The N12 and the R28 national and provincial roads respectively as well as the railway line provide easy access to the area.

Westonaria Local Municipality is bordered by Randfontein Local Municipality, Johannesburg Metropolitan Municipality, Merafong City Local Municipality, Sedibeng District Municipality and Emfuleni Local Municipality and incorporate the following main areas:

Table 1

URBAN AREAS	RURAL AREAS
Westonaria	Dennydale
Bekkersdal	Petrograaf
Simunye	Ten Acres (South of railway)
Venterspost	Wagterskop (Small Holdings)
Glenharvie	West Rand Agricultural Holdings (Small Holdings)
Hillshaven	West Rand Gardens Estates (Small Holdings)
Wagterskop Extension 2	
Nufcor (Private Township)	
Libanon (Mining Village)	
Waterpan (Mining Village)	

The municipality is a predominant mining area and most of its citizen where attracted to the area by mines. There are mining operations in the area which is currently the biggest employer. Bekkersdal is one of the townships which have 60% of the population. Bekkersdal area is overpopulated and has over 15550 informal settlements.

The municipality have moved from one of the fastest growing town in Gauteng in the 1990s to the slowest in 2014. The economy of the town was heavily reliant on the mining operations and as mines operation scale down so is the economy. The population brought by mines remains in the area of which this creates serious challenge for the municipality.

Westonaria Local Municipality is a **Category B** municipality with an Executive Mayoral Governance System. The Executive Mayor is supported by six (6) Mayoral Committee Members who are responsible for heading their respective Section 80 Portfolio Committees, which play an oversight role towards municipal departments.

The Speaker is the Chairperson of Council and is responsible for overseeing the functioning of Council and its Committees. The Office of the Speaker is also responsible for the establishment and functioning of the Ward Committees.

Westonaria Local Municipality consists of 16 Wards which are established in terms of Section 18 (3) of the Local Government: Municipal Structures Act 1998, (Act 117 of 1998). The Council is constituted by 31 Councillors, 16 Ward Councillors and 15 Proportional Representative Councillors.

2 List of Councillors

The following table consist of a list of Westonaria Local Municipal Councillors:

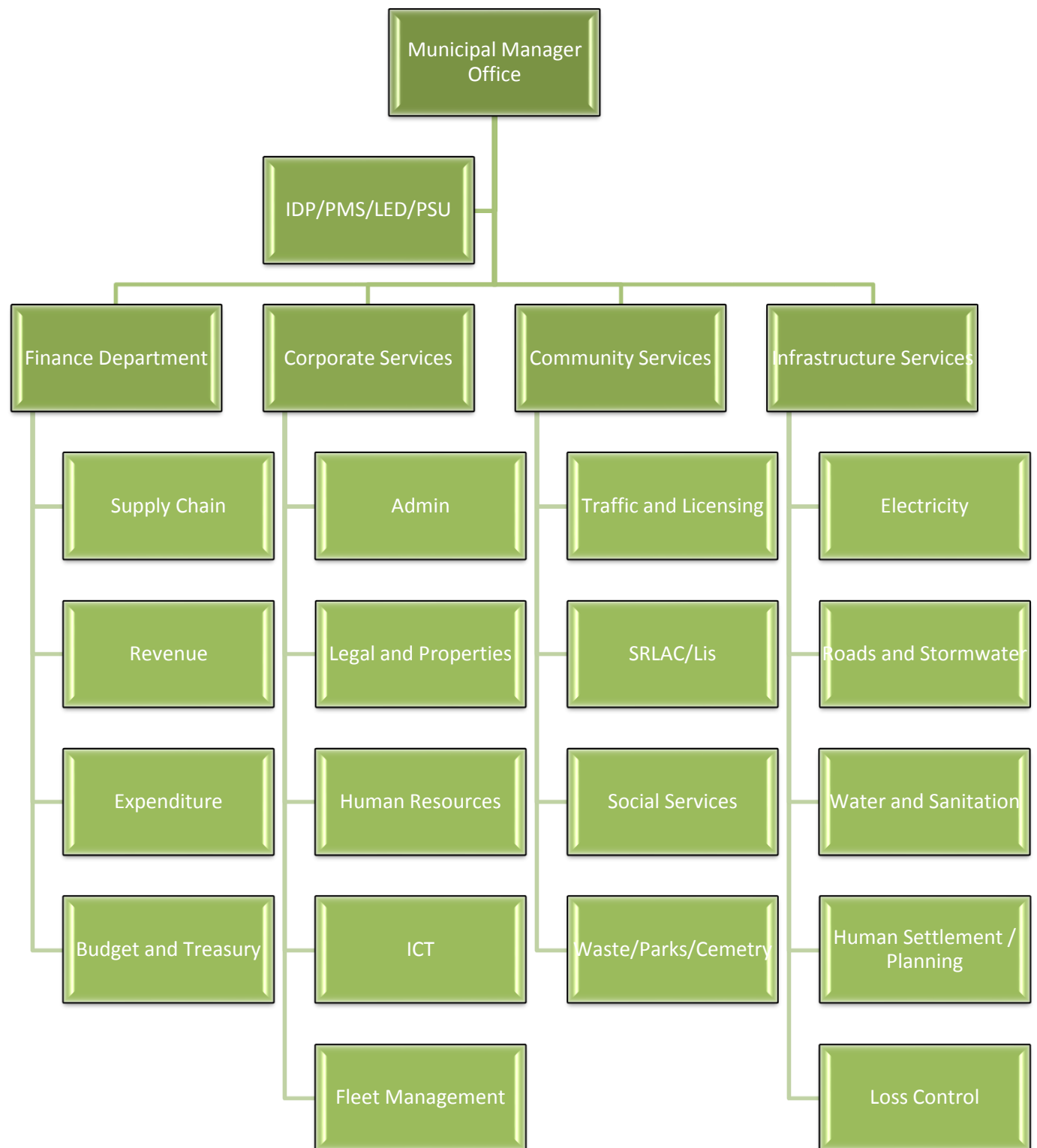
Table 2

NO.	NAME	ORGANIZATION	DESIGNATION	PR CLLR	GENDER
1	Cllr. N. Tundzi	ANC	Executive Mayor	PR	Female
2.	Cllr. S. Monoane	ANC	Speaker	PR	Male
3	Cllr. Mncube	ANC	MMC Public Safety(Chief Whip)	Ward 15	Male
4.	Cllr. S. Khenene	ANC	MMC Human Settlement	Ward 11	Male
5.	Cllr. N. Mkhumbuzi	ANC	MMC – Infrastructure Services	Ward 4	Female
6.	Cllr. A. Gela	ANC	MMC – Health & Social Development	PR	Female
7.	Cllr. A. Ntshiba	ANC	MMC – Finance	PR	Male
8.	Cllr. T.W. Sigwetshe	ANC	MMC – Corporate Services	PR	Male
9.	Cllr. M. Ngamtwini	ANC	Ward 1		Male
10	Cllr. M. Jokazi	ANC	Ward 2		Male
11.	Cllr. A. Sityebi	ANC	Ward 3		Female
12.	Cllr. G. Khoza	ANC	Ward 16		Female
13.	Cllr. P. Mkhungekwana	ANC	Ward 5		Male
13.	Cllr. P. De Jager	DA	Ward 6		Male
14.	Cllr. N. Dyase	ANC	Ward 7		Female
15.	Cllr. E. Molathwa	ANC	Ward 8		Female
16.	Cllr. S. Kolo	ANC	Ward 9		Male
17.	Cllr. T. Mngomezulu	ANC	Ward 10		Male
18.	Cllr. D. Mampe	ANC	Ward 12		Male
19.	Cllr. J. Merabe	ANC	Ward 13		Male
20.	Cllr. K. Ncele	ANC	Ward 14		Male
22.	Cllr. N. Baza	ANC		PR	Female
23.	Cllr. V. Lwabi	ANC		PR	Female
24.	Cllr D. Molebatsi	ANC		PR	Male
25.	Cllr T. Nkwatheni	UDM		PR	Male
26.	Cllr. M. Mthimkhulu	IFP		PR	Male
27.	Cllr .D. Ndzipho	COPE		PR	Male
28.	Cllr. M. Van Graan	DA		PR	Female
29.	Cllr J. Letlhake	DA		PR	Male
30.	Cllr C. Turner	DA		PR	Male
31.	Cllr C. Seitheiso	AZAPO		PR	Female

The municipality is ANC governed and the DA is the major opposition party. The governance system are healthy in the area and the municipality operates on open democracy. The municipality strives to consult residents on any major changes in the policy or programmes the municipality wants to implement.

The municipality has 16 wards spread across all corners of the municipality. The wards are both represented by 15 ANC and 1 DA ward councillors. The municipality has also implemented a ward committee based system which comprises of various stakeholders within the ward.

3. MUNICIPAL OPERATIONS



4. DEMOGRAPHICS PROFILE

4.1 Population growth rate

Table 3

CENSUS	TOTAL POPULATION	NUMBER OF HOUSEHOLDS	AVERAGE HOUSEHOLDS SIZE	GROWTH RATE (1996 – 2001)	GROWTH RATE (2001 – 2011)
1996	115 592	23173	3,2	-1.0	0.2
2001	109 799	30098	3,0		
2011	111 767	40101	2,6		

Table 3 shows slightly negative population growth rate between 1996 and 2001 and a fairly low growth rate between 2001 and 2011. The growth rate is lower in Gauteng and this is because of the decreasing mining operation. The table also reflects a significant increase in number of households in the 2011 census results and this is due to mushrooming of informal settlements and backrooms.

The population statistics will start to show a decrease especially with the closure of mines as a significant portion of our population are migrant workers from the mines.

4.2 Distribution of population by age and gender

Table 4

	1996		2001		2011	
Age	Male	Female	Male	Female	Male	Female
0 – 4	4219	4427	5006	5069	5619	5669
5 – 9	3309	3280	3821	3982	4125	4215
10 – 14	2591	2558	3477	3615	3840	3933
15 – 19	2507	2733	3463	3829	4122	4232
20 – 24	5482	4349	5027	5051	6569	5768
25 – 29	10464	5381	6854	6018	7778	6123
30 – 34	13253	4968	7288	5319	6365	4856
35 – 39	13654	3561	8495	4823	5270	4007
40 – 44	9523	2247	7922	3418	4752	3341
45 – 49	5779	1441	5142	2158	4906	2826
50 – 54	2886	894	2975	1407	3838	2090
55 – 59	1749	649	1321	929	2080	1290
60 – 64	653	412	820	654	843	873
65 – 69	329	309	368	382	473	550
70 – 74	194	206	249	294	296	369
75 – 79	118	149	128	198	155	227
80 – 84	54	66	68	117	63	145
85+	51	49	29	82	58	103
Total	76886	37678	62455	47344	61152	50615

Source: Census 1996, 2001 & 2011

Table 4 shows the composition of population by age and sex between 1996, 2009 and 2011. The male population decreased from 76886 to 62 455 between 1996 and 2001 decrease to 61 152 in 2011. The age group with the highest growth amongst males was between 35 – 39 years. 55% of the population are males but the female population continues to grow. In 1996 male population was 62% and this reflects a decline in male population over the year. The movements was mainly affected by mining boom in the North West and Limpopo.

4.3 Distribution of population by groups and gender

Table 5

	1996		2001		2011	
	Male	Female	Male	Female	Male	Female
African	70378	31619	56499	41391	56163	45983
Coloured	249	161	242	257	357	393
White	6208	5956	5624	5617	3964	3898
Indian/Asian	76	40	90	79	222	121

Source: Census 1996, 2001 & 2011

Table 5 shows that there are more males than females across all the races with the exception of the coloureds within Westonaria. 91% of the population are Africans followed by whites. Indians and Asian population are the lowest in the municipality.

4.4 Distribution of population by functional age groups and gender

Table 6

	1996		2001		2011	
	Male	Female	Male	Female	Male	Female
0 – 14	10190	10265	12304	12666	13584	13817
15 – 64	65949	26633	49309	33606	46523	35404
65+	747	780	842	1072	1046	1394

Source: Census 2001, 2007 & 2011

The majority of the population are between the ages of 15 and 64. The age group is also predominantly male and this is as a result on the typical labour requirements for mines.

4.5 Ward & Households Population:

Table 7

WARD	POPULATION	HOUSEHOLD POPULATION
1	7489	3489
2	8890	3117
3	2724	257
4	5029	1610
5	5060	2001
6	7792	2324
7	8562	2408
8	9787	2759
9	6209	2624
10	7739	3093
11	4846	2155

12	8082	3033
13	6222	2228
14	6980	3183
15	6608	2494
16	9746	3325
TOTAL	111765	40103

Source: Census 2011

The above table shows that ward 8 (Simunye), 16 (Zuurbekom and Waterworks) and 3(Kloof) being the most populated wards. The most populated households are in the following wards: 1; 16; 14 & 2.

4.6 Language Percentage

Table 8

Language	Percentage
Afrikaans	7,2%
English	3,5%
IsiNdebele	0,6%
IsiXhosa	26,8%
IsiZulu	10,3%
Sepedi	1,7%
Sesotho	18,7%
Setswana	14,4%
Siswati	1,9%
Tshivenda	1%
Xitsonga	10,4%
Sign language	0,7%
Other	2,4%

Source: Census 2011

As per the above table, the most spoken language in WLM is IsiXhosa with 26, 8% of person using it as a home language followed by Sesotho (18, 7%) and Setswana (14, 4%). But the table also reflect that the area has prevalence of various languages. We don't have a dominating language in the area as with have mixed cultural component in the area.

4.7 Distribution of population aged 20 year and older by level of education attained & gender

Table 9

	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
No schooling	12121	3629	15749	6895	3792	10686	2702	1963	5665
Some primary	19097	4196	23275	12347	5763	18111	7277	4263	11540
Complete Primary	6023	2357	8380	4416	2873	7289	3024	2101	5125
Some secondary	18393	10403	28797	15113	12078	27191	17028	13243	30271
Std 10/Grade 12	4665	2688	7353	6417	5103	11520	10958	8850	19808
Higher	973	627	1600	1500	1240	2741	2103	1905	4008
Total	61254	23901	85155	46688	30849	77538	43094	32324	75418

Source: Census 1996, 2001& Census 2011

The education level in the area is very low. As reflected in the above table majority of adults above 20 years did not complete matric. This poses a serious challenge in terms of literacy challenges. This also has an impact on the skills in the labour market. The education level is influenced by the fact that to be a migrant worker in the mine you don't need any skills or educational level.

Within the WLM, only 20.6% of the population has completed Grade 12 and this percentage is the lowest of all the Local Municipalities within the WRDM. However, the majority of the people have only obtained some secondary level of education which is likely to impact negatively on their ability to find employment.

Functional literacy affects the quality of labour being offered. Inadequate training and skills levels are barriers preventing a greater proportion of the available labour force to find employment, thus contributing to the unemployment.

In order to address some of the challenges posed by the above mentioned situation, the municipality is implementing a number of initiatives aimed at improving the situation, namely:

- Portable Skills Programme

The Municipality, in collaboration with Goldfields, coordinated capacity building initiatives through the Portable Skills Programmes. To this day a total number of 456 community members have benefited from these programmes in different courses since June 2012. The various skills imparted include Electrical Domestic Installation, Basic Carpentry, Basic Building Techniques, Mechanical Maintenance, Welding Cutting Techniques, Broiler Production, Garment Marking, and Home Textiles.

- Mayoral Bursary Scheme
- Library Outreach Programmes.

The following are some of the Library Outreach Programmes supporting education:

- Readathon for Grade three learners,
- Reading and writing skills development programmes for grade four learners,
- National government week for Grade six learners,
- Reading and writing competitions for Grade seven learners.

4.8 Disabilities within Westonaria

Table 10

Year	Sight	Hearing	Communication	Total
2001	1498	990	126	2614
2007	507	335	66	908
2011	170	200	531	901

Source: Census 2001, 2007 & 2011

The municipality has a close working relationship with the local association advocating for issues relating to people living with disabilities. The municipality has donated an office and office equipment for utilisation by the Association. The municipality has also established a GEYODI office in the office of the Executive Mayor to look into issues affecting gender, youth and people with disabilities. The municipality does not have special school that caters for people with disabilities. This poses a serious challenge especially for children who needs schools of special kinds.

5. SWOT ANALYSIS

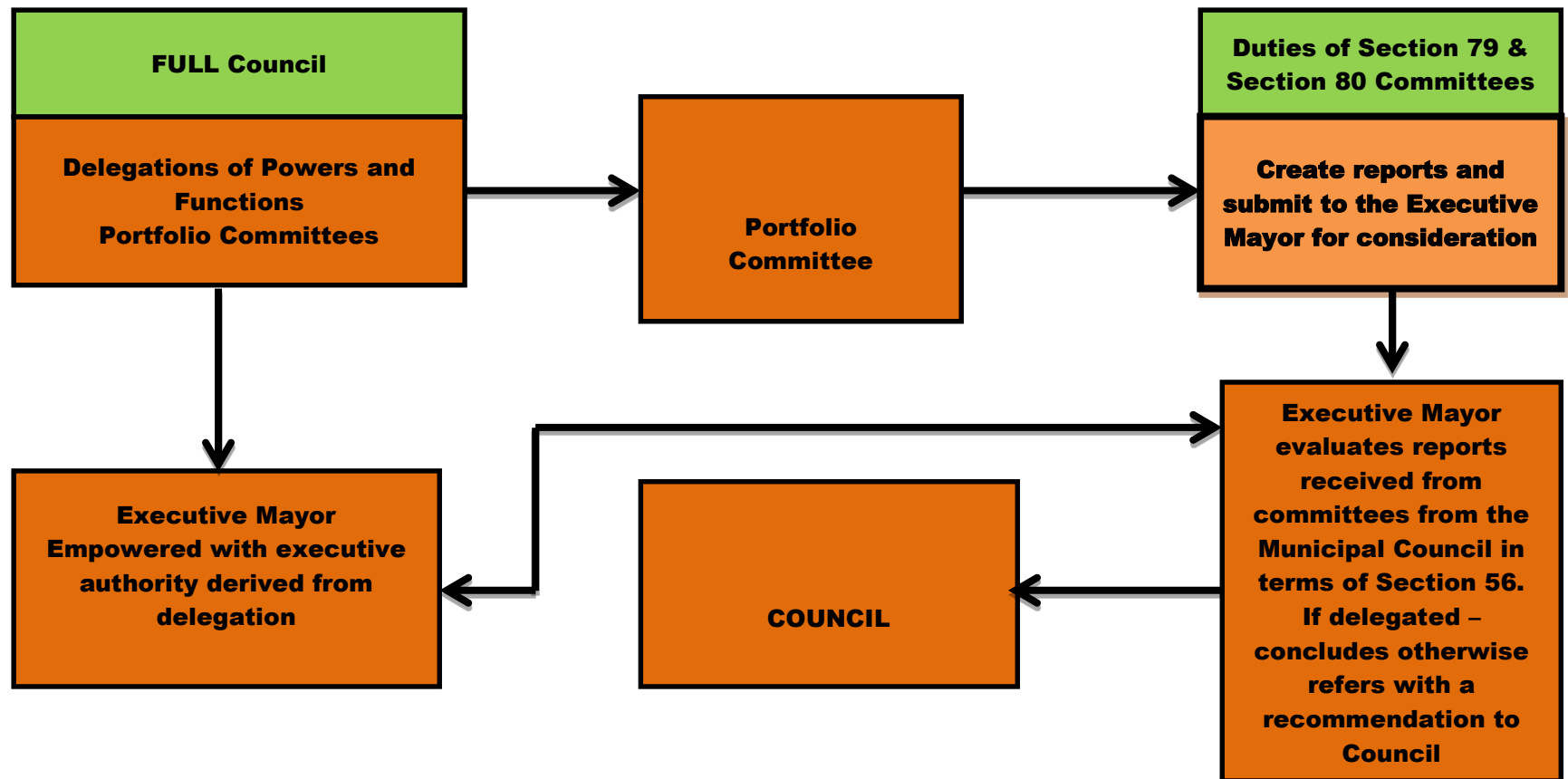
STRENGTHS	WEAKNESSES (AREAS TO BE DEVELOPED)
<p>Sustainable basic services to communities</p> <ul style="list-style-type: none"> • Natural habitat. • Approved SDF. • Sufficient Bulk Services capacity (electricity). <p>A democratic and accountable government for local communities</p> <p>Internal Municipal Business Excellence</p> <ul style="list-style-type: none"> • Internal audit charter • Audit committee <p>Financially viable and sustainable municipality</p> <ul style="list-style-type: none"> • Capacity to spend grant funds. 	<p>Integrated sustainable development</p> <ul style="list-style-type: none"> • Out-dated Infrastructure master plan • Inadequate infrastructure maintenance <p>Local economic and social development</p> <ul style="list-style-type: none"> • Local economic development planning • Fragmented Social development programme • Rural development • Over reliance on grants <p>A safe and healthy environment</p> <ul style="list-style-type: none"> • Environmental management • Inadequate waste management <p>A democratic and accountable government for local communities</p> <ul style="list-style-type: none"> • Inadequate accountability to the community • Inadequate public participation • Limited understanding of stakeholder expectations • Inconsistent communication with stakeholders • Corporate governance <p>Internal Municipal Business Excellence</p> <ul style="list-style-type: none"> • Leadership, Management, policies, structures and plans not assisting to deliver core business • Poor organisational culture • Poor Information / knowledge management • Limited understanding of outsourcing services • Poor customer service and capacity • Lack of team work • Unclear roles and responsibilities • Shortage of staff • Lack of office space • Lack of interdepartmental cooperation • Staff training not given enough attention • No Compliance officer(s) <p>Financially viable and sustainable municipality</p> <ul style="list-style-type: none"> • Asset management • Financial management • Inadequate infrastructure maintenance. •

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Alternative sources of funds • Inter-governmental relations framework / stakeholder alliances • ICT developments (e.g. provincial broadband) • Economic diversification in the municipality <ul style="list-style-type: none"> ○ Tourism opportunities ○ Mining related opportunities ○ Job creation opportunities ○ Agriculture development opportunities ○ Transport opportunities ○ Educational opportunities ○ Manufacturing plant • Strategic Location • Strategic private partnerships (mining, business, etc.) • Availability of land for development through partnerships with land owners • Westonaria Urban Renewal • 2016 Merger. 	<ul style="list-style-type: none"> • Poverty / unemployment impacting negatively on available resources • Non-payment culture in community / Culture of non-payment of services • Inadequate resources to deal with increasing demands (financial constraints, unfunded mandates, insufficient tax base) • Vandalism of infrastructure • Illegal connections leading to risks (water, electricity) • Long lead times on EIA's • Pollution (air, land, water pollution) • Geo-technological complexities • Illegal immigrants • Infrastructure backlogs • Electricity tariff escalation • Global economic meltdown • High crime rate (vandalism, fraud, corruption, theft, substance abuse, etc.) • Unavailability of scarce resources • HIV / AIDS pandemic • Political instability • Dolomitic soil/land • Declining mining sector • Violent service delivery protests.

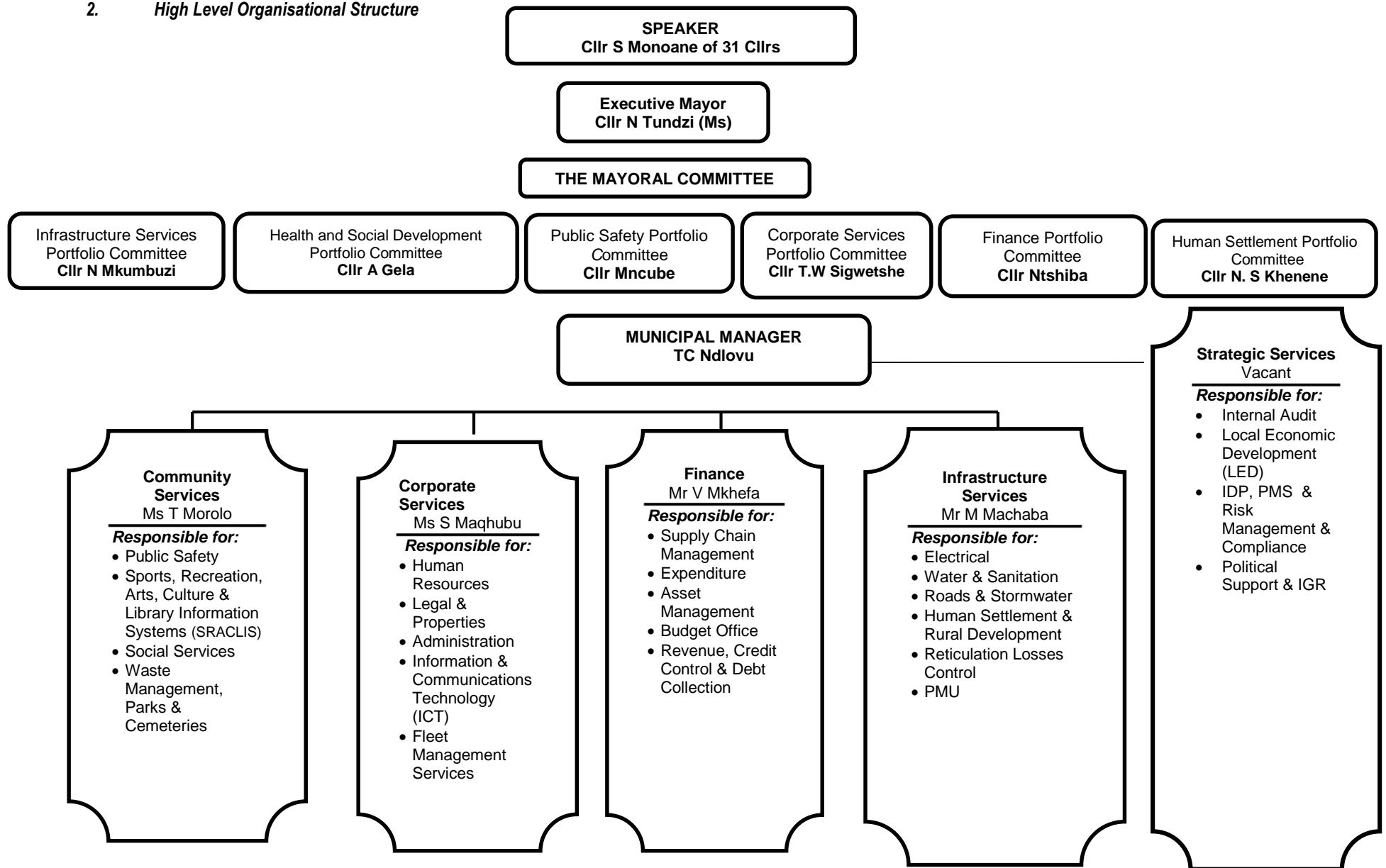


SECTION C:
POWERS AND FUNCTIONS

FUNCTIONING OF COUNCIL



2. High Level Organisational Structure



3. Functional Mandate

Westonaria Local Municipality performs the following schedule 4B and 5B functions in accordance with Section 156 of the Constitution of RSA (Act 108 of 1996), read together with Section 83 of the Local Government Municipal Structures Act, (Act 117 of 1998).

Table 11

MUNICIPAL FUNCTIONS	AUTHORIZATION	WLM
Air pollution	No	No
Building regulations	Yes	Yes
Child care facilities	Yes	Yes
Electricity and gas reticulation	Yes	Yes
Firefighting services	No	No
Local tourism	Yes	Yes
Municipal airports	No	No
Municipal planning	Yes	Yes
Municipal health services	No	No
Municipal public transport	No	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes	Yes
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	No
Storm-water management systems in built-up areas	Yes	Yes
Trading regulations	Yes	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes	Yes
Beaches and amusement facilities	No	No
Billboards and the display of advertisements in public places	Yes	Yes
Cemeteries, funeral parlours	Yes	Yes
Cleansing	Yes	Yes
Control of public nuisances	Yes	Yes
Control of undertakings that sell liquor to the public	Yes	Yes
Facilities for the accommodation, care and burial of animals	Yes	Yes
Fencing and fences	Yes	Yes
Licensing of dogs (Outsourced to SPCA)	Yes	No
Licensing and control of undertakings that sell food to the public	Yes	Yes
Local amenities	Yes	Yes
Local sport facilities	Yes	Yes
Markets	No	No
Municipal abattoirs	No	No
Municipal parks and recreation	Yes	Yes
Municipal roads	Yes	Yes
Noise pollution	No	No
Pounds	Yes	Yes
Public places	Yes	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes	Yes
Street trading	Yes	Yes
Street lighting	Yes	Yes
Traffic and parking	Yes	Yes

4. Council and Council Committees

Approval and adoption of the IDP and Budget are few of the non-delegated functions in the municipality, thus only full council has the responsibility of approving the IDP and Budget. The IDP should be approved before the end of the financial year by the municipality. IDP Representative Forum has to review and recommend that Council approves the IDP prior to Council adoption.

SECTION D:

PROCESS FOLLOWED TO DEVELOP THE IDP

1. Compilation of the Integrated Development Plan (IDP)

The Local Government Municipal Systems Act 2000 defines the IDP as “A participatory approach to integrate economic, sectoral, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that provides sustainable growth, equity and the empowerment of the poor and the marginalised.”

An IDP is therefore a plan that guides the activities and decisions of a Municipality for the next five (5) years in terms of Chapter 5 of the Municipal Structures Act, 2000. It is subject to a review process that should be done annually to ensure the improvement of service delivery and the effectiveness of the administration of a Municipality.

However, in the case of Westonaria Local Municipality this IDP document is for a period until the end of the current political term, ending 2016 due to the fact that there is a Municipal Demarcation Board (MDB) demarcation process currently underway that will result in the Westonaria Local Municipality and Randfontein Local Municipality merging into a single Category B municipality by 2016.

2. Status of IDP

According to the Municipal Systems Act of 2000 all municipalities (i.e. Metros, District Municipalities and Local Municipalities) have to undertake an integrated development planning process to produce Integrated Development Plans (IDPs). As the IDP is a legislative requirement, it has a legal status and it supercedes all other plans guiding development at local government level. IDP is a plan that applies to the entire Municipality based on the development plans of national and provincial government. An IDP is the basis for municipalities to:

- Identify its key development priorities;
- Formulate a clear vision, mission and values;
- Formulate appropriate strategies;
- Develop appropriate organisational structure and systems to realise the vision and the mission and;
- Align resources with the development priorities.

3. Legislative Framework

Municipalities operate within a legislative framework which consists of various statutes; the following legislative framework guided the Westonaria Local Municipal (WLM) during the IDP 2013/14 review process:

- The Constitution of RSA of 1996.
- Municipal Systems Act 117 of 2000 (MSA 2000)
- Municipal Structures Act, 1998 (MSA, 1998)
- Municipal Finance Management Act, 2003 (MFMA 2003)
- White Paper on Local Government 1998 (White Paper 1998)
- Batho Pele Principles
- Intergovernmental Relations Act, 2005 (IGR 2005)
- Municipal Demarcation Act 1998 (MDA 1998)
- Disaster Management Act, 2002 (DMA 2002)
- Local Government Property and Rates Act, 2004 (LGPR 2004)
- Municipal Planning and Performance Management Regulation, 2001 (MPPMR 2001).

4. PROCESS PLAN

4.1. INTRODUCTION

The following is the reflection of the process plan to review IDP 2015/16 Document adopted by Council in August 2014.

The Integrated Development Plan (IDP) is a single and inclusive strategic planning instrument that is intended to promote Local Economic Development, Spatial Development, Infrastructure Development, Institutional Transformation and Budget Alignment of a municipality.

The 2015/16 IDP and Budget Process Plan follow from the 2011-16 Integrated Development Plan adopted by Westonaria Local Municipality (WLM).

4.2. BACKGROUND

This plan seeks to provide guidance, timeframes, mechanisms and procedures that will be followed by Westonaria Local Municipality in reviewing its IDP for the 2015/16 as well as the approval of annual budget financial year in question.

4.3. THE PROCESS

4.3.1 IDP & Budget Development Process Plan

The process plan is necessary to ensure proper management and co-ordination of the planning process. Internal as well as external alignment of the Integrated Development Plan (IDP) is needed. Efforts are to be made to align the IDP of Westonaria Local Municipality with those of the district as well as neighboring local municipalities.

The process plan contains the following:

- Organisational Structure for IDP Process;
- Composition of Institutional structures;
- Terms of references;
- Roles and responsibilities;
- Institutional structures to manage the process;
- Mechanisms and procedure for public participation;
- Time schedule.

5. Budget/IDP Time Table

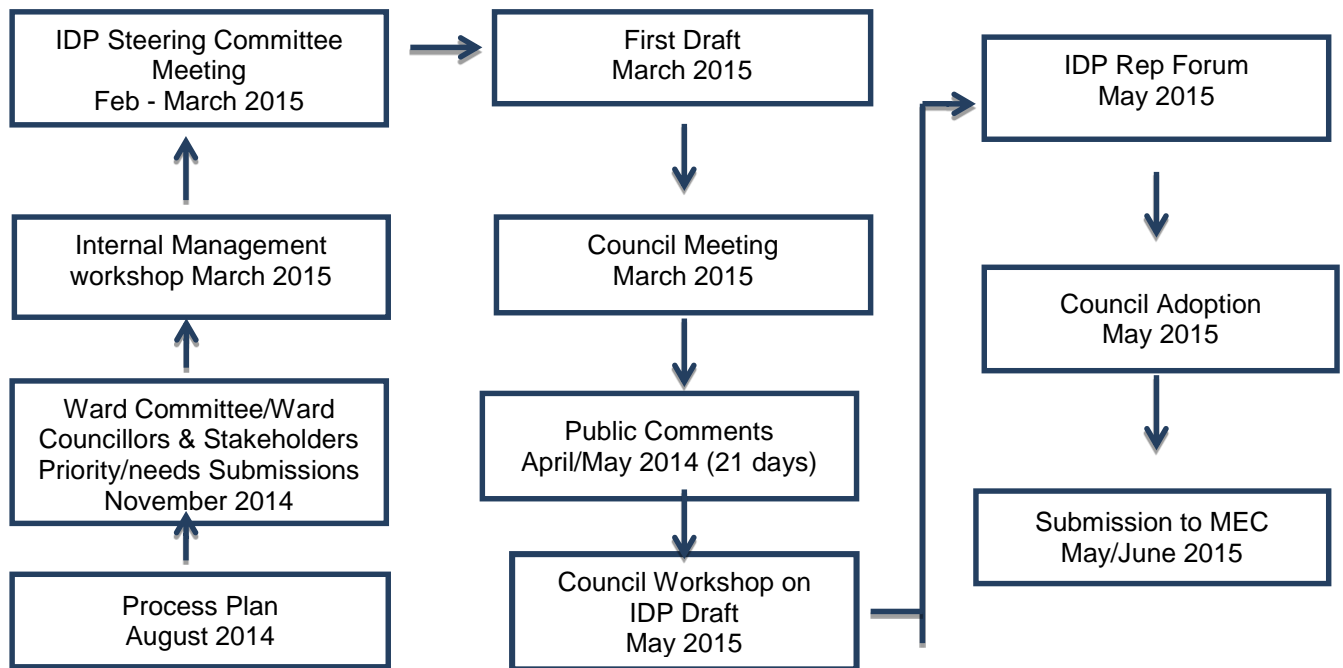
The time resource requirements and action programme for the Westonaria Local Municipality are reflected in the table below:

PROPOSED BUDGET AND IDP TIME TABLE: 2015/16 FINANCIAL YEAR

NO.	ACTIVITY	TIMETABLE
1.	Approval of the budget process by Council	End of August 2014
2	IDP Process Plan Approval	End of August 2014
3	Workshop on compilation of operational plans	First week of September 2014
4	IDP Process briefing	October 2014
5	Submission of the First Quarterly Performance Report/ Quarterly Departmental reviews	October 2014
6	Compilation of operational plans	The whole of October 2014
7	IDP Compilation of priorities	October – November 2014
8	Compilation of budget policy and budget guidelines	October and November 2014
9	Review of current operational budget	October 2014
10	Submission of revised current operational budget and proposed tariff increases to Municipal Manager	Second week of November 2014
11	Submission of operational plans, budget policy and budget guidelines to MM	First week of December 2014
12	Submission of revised current operational budget and proposed tariff increases to Mayoral Committee	First week of December 2014
13	IDP Submission of priorities	December 2014
14	Submission of operational plans, budget policy and budget guidelines to Mayoral Committee	Second week of January 2015
15	Compile and submit budget guidelines and budget format to MM	Second week of January 2015
16	IDP In-depth analysis of priorities	January 2015
17	Detail budget inputs by departments	End January 2015
18	Submission of Mid-Year Performance Report	January 2015
19	Mid-Year Performance Assessment/Adjustment Budget	January 2015
20	IDP Consolidation of key development priorities	February 2015
21	First draft Budget	Second week of February 2015
22	IDP Key Projects	February 2015
23	Presentation to Mayoral Committee	Last week of February 2015
24	First Draft IDP	March 2015
25	IDP/Budget Steering Committee	01 March 2015
26	First IDP draft workshop	March 2015
27	IDP Strategies Review	March 2015
28	Prepare three year budget	First week of March 2015
29	Tabling of Draft IDP and Budget in Council	31 March 2015
30	IDP Public Comments	April 2015
31	IDP Rep Forum	April /May 2015
32	IDP Amendments to the first draft	April 2015
33	Submission of the Third Quarterly Performance Report/Quarterly Departmental reviews	April 2015
34	IDP 2 nd Draft Workshop	May 2015
35	Public Participation Consultation	April 2015
36	IDP/Budget Steering Committee Meeting	2 May 2015
37	Adjustment after community consultation and preparation of second draft budget	First week of May 2015
38	Submission of 2 nd Draft budget to Mayoral Committee	2 nd week of May 2015
39	Submission of final budget by Executive Mayor	Last week of May 2015
40	IDP and Budget approval	31 May 2015
41	Publication of IDP and Budget	Within 10 day after approval
42	Submission to National Treasury	Second week of June 2015
43	IDP submission to MEC	June 2014

44	Submission of SDBIP to Mayor	14 days after approval of budget
45	Approval of SDBIP	28 days after approval of the budget
46	Submission of the Fourth Quarterly Performance Report	July 2015
47	Announce new budget cycle	2 nd week of July 2015

6. Summary of IDP review work plan 2015/16



7. Stakeholders Participation

Notices of the public meetings are published in the newspapers and English is the language used.

Notices of the said meetings are translated into Tswana and Zulu languages and are put up at clinics, libraries and Council's notice boards, thereby acknowledging the diversity of the community, gender, language and educational levels.

Messages communicating the purpose of the meeting, date and time are prepared for the various wards. The messages are broadcast using the loud-hailing system in the relevant wards inviting the community to participate. Short Message System (SMS) method via cell phones was applied which seemed to be more cost effective.

Ward Councillors, Ward Committees, Community Development Workers (CDWs) and other stakeholders e.g. the youth, disabled, senior citizens etc. were approached to disseminate information to the various communities.

8. IDP Assessment

The annual IDP assessment requires all municipalities to submit the IDP which was approved by Council to the MEC for CoGTA in order for the provincial departments to assess how credible the IDPs are, and to provide a provincial perspective that should be considered in preparation of the upcoming IDP financial year.



SECTION E:

SPATIAL ECONOMY AND DEVELOPMENT RATIONALE

WESTONARIA SPATIAL DEVELOPMENT FRAMEWORK: SUMMARY

A Spatial Development Framework (SDF) is a framework that seeks to guide overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal IDP. The aims of a spatial development framework are to promote sustainable functional and integrated human settlements, maximise resource efficiency, and enhance regional identity and unique character of a place¹.

The Spatial Planning and Land Use Management Act (SPLUMA), 16 of 2013, stipulates the contents of a municipal spatial development framework –

“21. A municipal spatial development framework must—

- (a) give effect to the development principles and applicable norms and standards set out in Chapter 2;*
- (b) include a written and spatial representation of a five-year spatial development plan for the spatial form of the municipality;*
- (c) include a longer term spatial development vision statement for the municipal area which indicates a desired spatial growth and development pattern for the next 10 to 20 years;*
- (d) identify current and future significant structuring and restructuring elements of the spatial form of the municipality, including development corridors, activity spines and economic nodes where public and private investment will be prioritised and facilitated;*
- (e) include population growth estimates for the next five years;*
- (f) include estimates of the demand for housing units across different socioeconomic categories and the planned location and density of future housing developments;*
- (g) include estimates of economic activity and employment trends and locations in the municipal area for the next five years;*
- (h) identify, quantify and provide location requirements of engineering infrastructure and services provision for existing and future development needs for the next five years;*
- (i) identify the designated areas where a national or provincial inclusionary housing policy may be applicable;*
- (j) include a strategic assessment of the environmental pressures and opportunities within the municipal area, including the spatial location of environmental sensitivities, high potential agricultural land and coastal access strips, where applicable;*
- (k) identify the designation of areas in the municipality where incremental upgrading approaches to development and regulation will be applicable;*
- (l) identify the designation of areas in which—*
 - (i) more detailed local plans must be developed; and*
 - (ii) shortened land use development procedures may be applicable and land use schemes may be so amended;*
- (m) provide the spatial expression of the coordination, alignment and integration of sectoral policies of all municipal departments;*
- (n) determine a capital expenditure framework for the municipality’s development programmes, depicted spatially.”*

In this section, a short executive summary of the Westonaria SDF will be presented. For more detail, please consult the full document.

As a first step in the SDF process, the current situation and trends in the area were analysed. From the analysis, the following spatial issues have been identified:

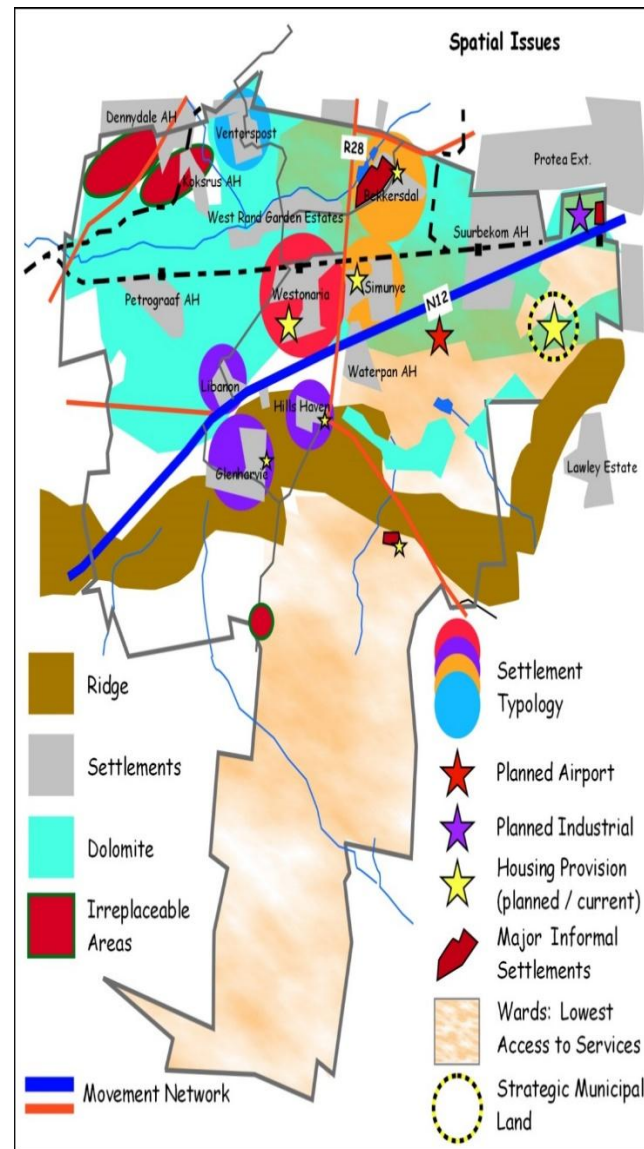
- There is very limited scope for new development north of the ridge due to dolomitic conditions. The established settlements e.g. Westonaria, Simunye, Bekkersdal and Venterspost cannot be expanded / can only be expanded in a very limited way.
- Irreplaceable environmental areas have been identified that should be protected (Gauteng CPlan); the ridge also requires better protection.
- Most new development is planned for the north east corner of the area. This area may in the long term future form an integrated regional development node with the areas across the boundary in City of Joburg (residential, shopping, industrial developments).
- The area south of the ridge is mostly used for agriculture and mining.
- The possible Thusanang development is very isolated in terms of development in the rest of the municipal area (i.e. the only settlement south of the ridge and not part of the main development axis around the N12 / R28, with a proposed community of under 10 000 households).
- Remaining challenges are informal settlements (Bekkersdal, Waterworks and Thusanang), and households living in the rural wards in general have lower levels of access to services.
- Merger with Randfontein LM will hold certain administrative challenges but will not substantially impact of spatial form of development as the areas are similar in nature and already form part of an integrated functional region.

Figure 1: Spatial Issues

The vision, mission and strategic goals of Westonaria were analysed with the view to formulate spatial development principles. A spatial form reflecting these goals would be characterised by:

- Higher residential density and more intensive development to facilitate more sustainable provision of services, limiting sprawl and supporting public transport.
- Mixed land use to minimise travel between work, home and urban amenities and also to support 24-hour use of areas.
- Limitation of sprawl in consideration of local environmental factors, i.e. avoiding dolomite risks and limiting impact on sensitive areas e.g. ridge.
- Location of new development to facilitate integration with economic and social opportunities of surrounding region.

In order to realise these principles, it is proposed that higher intensity development be concentrated in the northern part of the WLM, incorporating Westonaria town, Simunye, Zuurbekom AH and new proposed developments including Farm Syferfontein housing development, proposed air field and proposed industrial area.



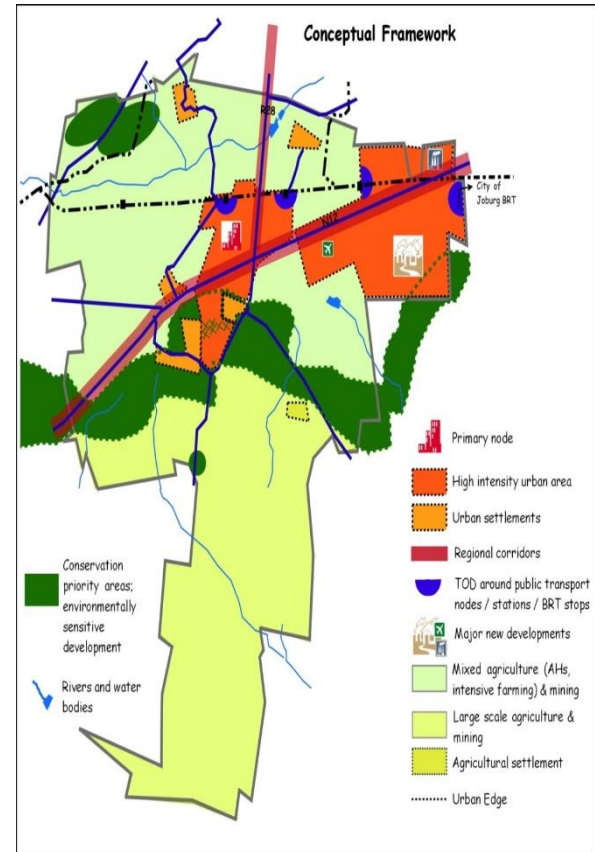
Other urban settlements should be consolidated, ensuring optimum densities are achieved and that basic and community services are available. These settlements should not be expanded, due to environmental concerns (dolomite risks and encroachment on ridge area respectively). Public transport should form an integral part of new development and/or redevelopment, with the principles of Transport Oriented Development (TOD) applied in designated zones around rail stations / BRT stops.

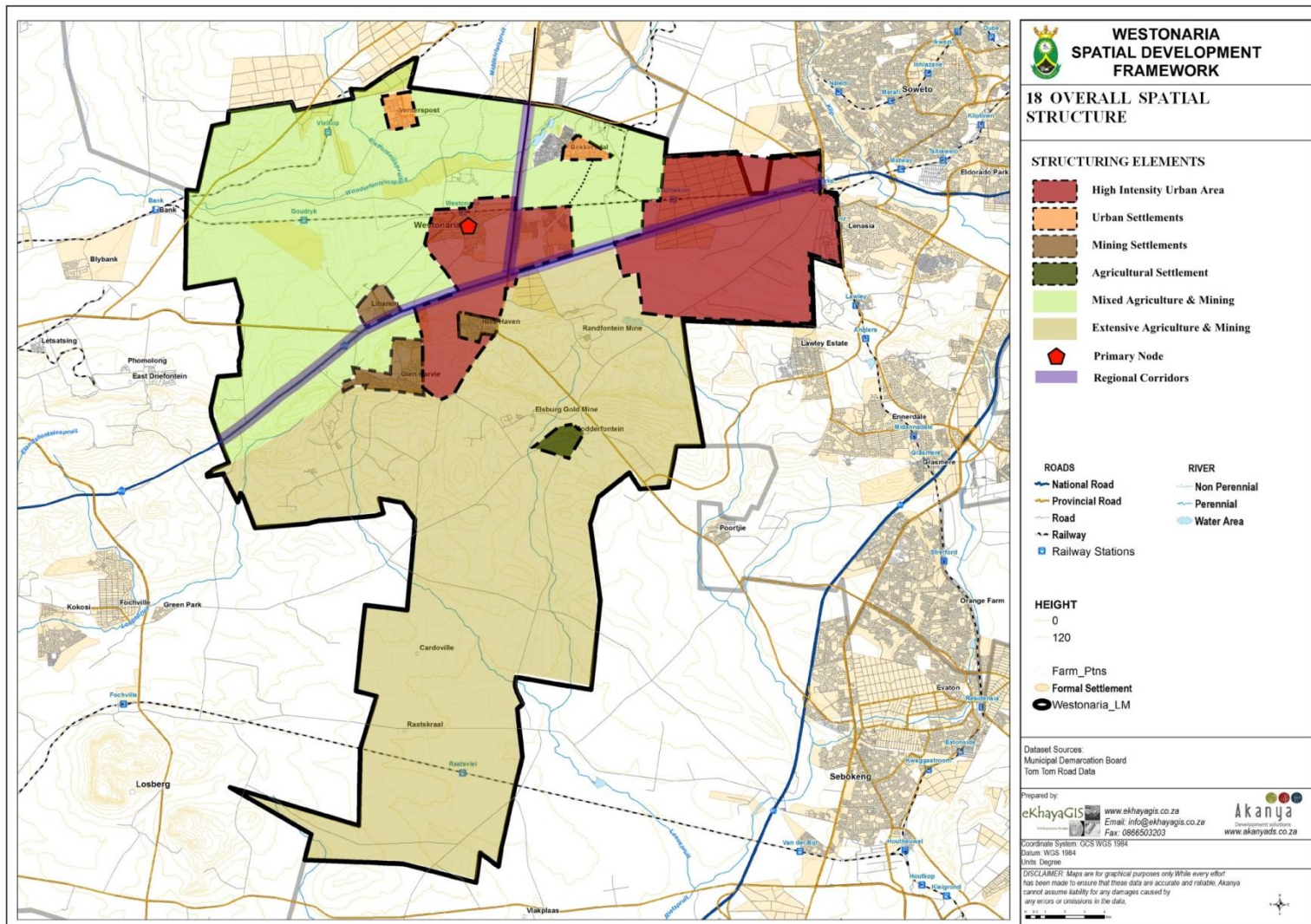
The planned Thusanang development should be considered in view of access to employment opportunities, availability of services and environmental conditions. Should this development go ahead, it is recommended that it be established as a rural service node / agricultural settlement. The remainder of the area in the WLM should be retained for agricultural and mining purposes, subject to minimising environmental impact.

The above concepts are shown in the Conceptual Framework:

Figure 1: Conceptual Framework

The Westonaria SDF consists of two levels of plans. Firstly, the overall plan shows the spatial structure of the area. More detail is provided by the second level of plans, i.e. land use frameworks for every major settlement.





The overall spatial structure of Westonaria will be composed of the following elements:

- The main regional service and employment nodes, as well as secondary / local nodes (existing and proposed).
- The main development corridors.
- The regional and local movement network, facilitating both mobility and accessibility.
- The overall land use structure, e.g. high intensity urban areas, secondary urban and rural settlements, agricultural and mining areas.

Figure 2: Spatial Structure

The main elements of the proposed land use structure of the WLM are the following:

Table 12

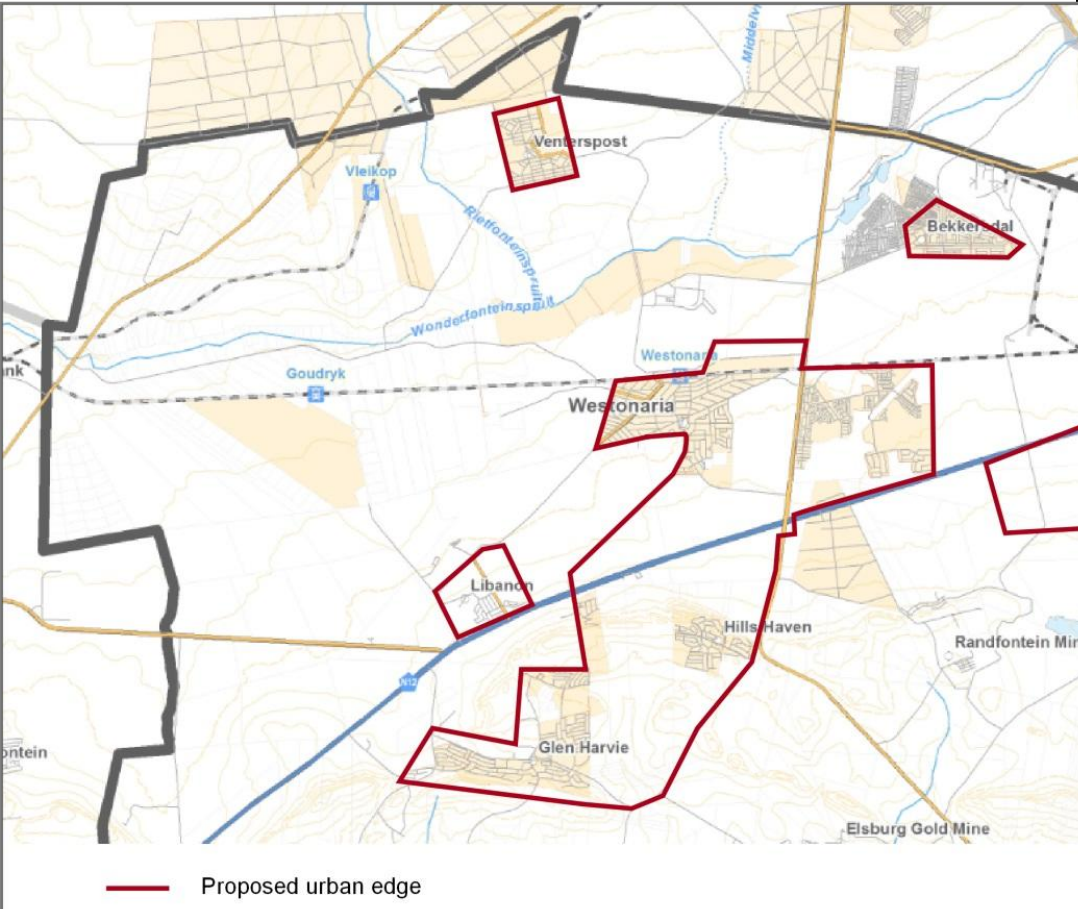
Land Use Element	Description
High Intensity Urban Area	<ul style="list-style-type: none"> This area is reserved for higher intensity urban uses including: <ul style="list-style-type: none"> Business uses Industrial / commercial uses Urban residential (low to high density formal residential) Related uses including community services and amenities, public transport facilities, urban agriculture, sports and recreations facilities, etc. The extent of the high intensity urban area is determined by the inner development edge (see growth management below). Due to underlying dolomite in the area, the density, height and floor area perimeters of specific developments are subject to detailed geological studies and recommendations. The future development of specific settlements within the high intensity area is guided by local frameworks (see local frameworks for Westonaria, Simunye and greater Syferfontein below).
Primary Node	<ul style="list-style-type: none"> Within the high intensity urban area, Westonaria is the primary node providing a concentration of employment and urban services to the surrounding local region. The primary node consists of: <ul style="list-style-type: none"> The established Westonaria CBD, with future development to be consolidated along an activity street as a central spine in the CBD A proposed transport oriented development precinct around Westonaria Station Provision for low-key non-residential uses along an activity spine An established industrial area, with proposed extensions to the north An established residential area surrounding the CBD New residential extensions, including the Westonaria Borwa development and extensions to Simunye. Some of these residential extensions are in the form of infill development between established residential areas of Westonaria and Simunye. For detailed land use guidelines, please see local frameworks for Westonaria and Simunye below.
Other Urban Settlements	<ul style="list-style-type: none"> In addition to the primary node, other urban settlements exist outside the identified high intensity urban area, i.e. Bekkersdal and Venterspost. These settlements cannot densify or expand due to dolomitic conditions, and the status quo should be retained as indicated on local frameworks below. Another unique feature of the WLM spatial structure is the existence of settlements established by mining houses, i.e. Glenharvie and Hillshaven, which are now formally established townships and which function and self-contained urban settlements with residential accommodation, small retail facilities, school / community facilities and sports facilities. The status quo should be retained in these areas. The Libanon and Waterpan mine settlements, which are substantially smaller than the abovementioned settlements, have not yet been formalised as townships. Developmentally, the status quo should be retained in these areas, and the potential impact of formalisation should be investigated.
Restricted Areas	Some areas in the WLM are not suitable for development due to dolomitic conditions, the long-term effect of mining activities and ecological sensitivity.

Table 13: Land Use

The main elements of the movement network are:

Movement Element	Description
Regional Mobility Routes / Primary Activity Corridors	<ul style="list-style-type: none"> Primary function is mobility / connectivity across region. High intensity / large scale mixed uses, but with no direct access to preserve mobility function (use of service roads). N12 and R28
Mobility Routes	<ul style="list-style-type: none"> Routes that facilitate mobility in local areas. Mobility routes are indicated on the different local area plans (see below).
Secondary Activity Corridors	<ul style="list-style-type: none"> Concentration of smaller scale mixed use activity along sections of some of the mobility routes, but direct access limited / controlled to preserve mobility function. Low intensity mixed uses are non-residential uses (excluding retail, industrial / commercial) and include home offices / small scale offices, community services, higher density residential, and other uses as may be permitted in term of WLM policy for the specific area. Designated secondary activity corridor: Edwards Street between Bridges and Mullin in the Westonaria CBD
Activity Streets	<ul style="list-style-type: none"> High intensity mixed uses along road, direct access to uses. Uses include business uses (including retail), community services and higher density residential Designated activity streets: central Westonaria CBD – refer to local area plan (see below)
Proposed new links	Establishment of grid pattern main roads in infill areas to enhance connectivity and integration Proposed new links indicated in this document are conceptual to illustrate principle.
Public transport	<ul style="list-style-type: none"> The public transport network in the WLM consists of: <ul style="list-style-type: none"> Railways and rails stations Taxi ranks Transport oriented developments are proposed for the following stations: <ul style="list-style-type: none"> Randfontein Station (medium term, precinct plan required) Simunye Station (medium term, precinct plan required) Potential TOD in Greater Syferfontein if link into City of Joburg BRT can be established (long term, feasibility to be investigated) Potential TOD in Zuurbekom (long term, dependent on residential densification / availability of services) Public transport points and proposed TOD areas are indicated on local area plans (see below).

To ensure the consolidation and integration of the disparate urban settlement in the WLM and also to mitigate dolomite risks, it is necessary to restrict new development to delineated focus areas. It is proposed that an urban edge be applied as the primary growth management mechanism, with detailed development constraints within the urban edge to be set in terms of the dolomite risk management database developed for the West Rand District:

Urban edge	 <p>— Proposed urban edge</p>
West Rand Dolomite Risk Assessment ²	

² WRDM. 2009. West Rand District Municipality: Dolomite Risk Management Strategy Incorporating A Risk Management Data Base System And Related Functions.

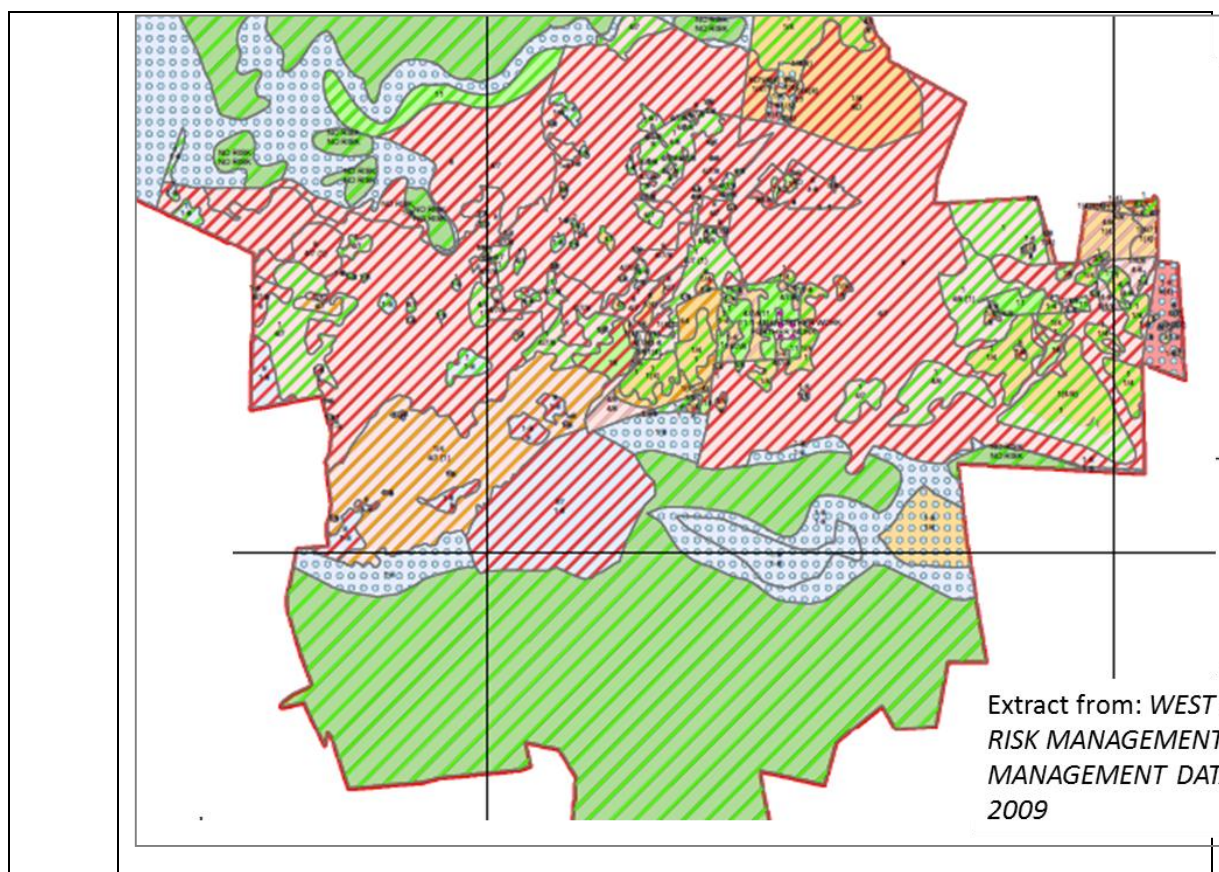
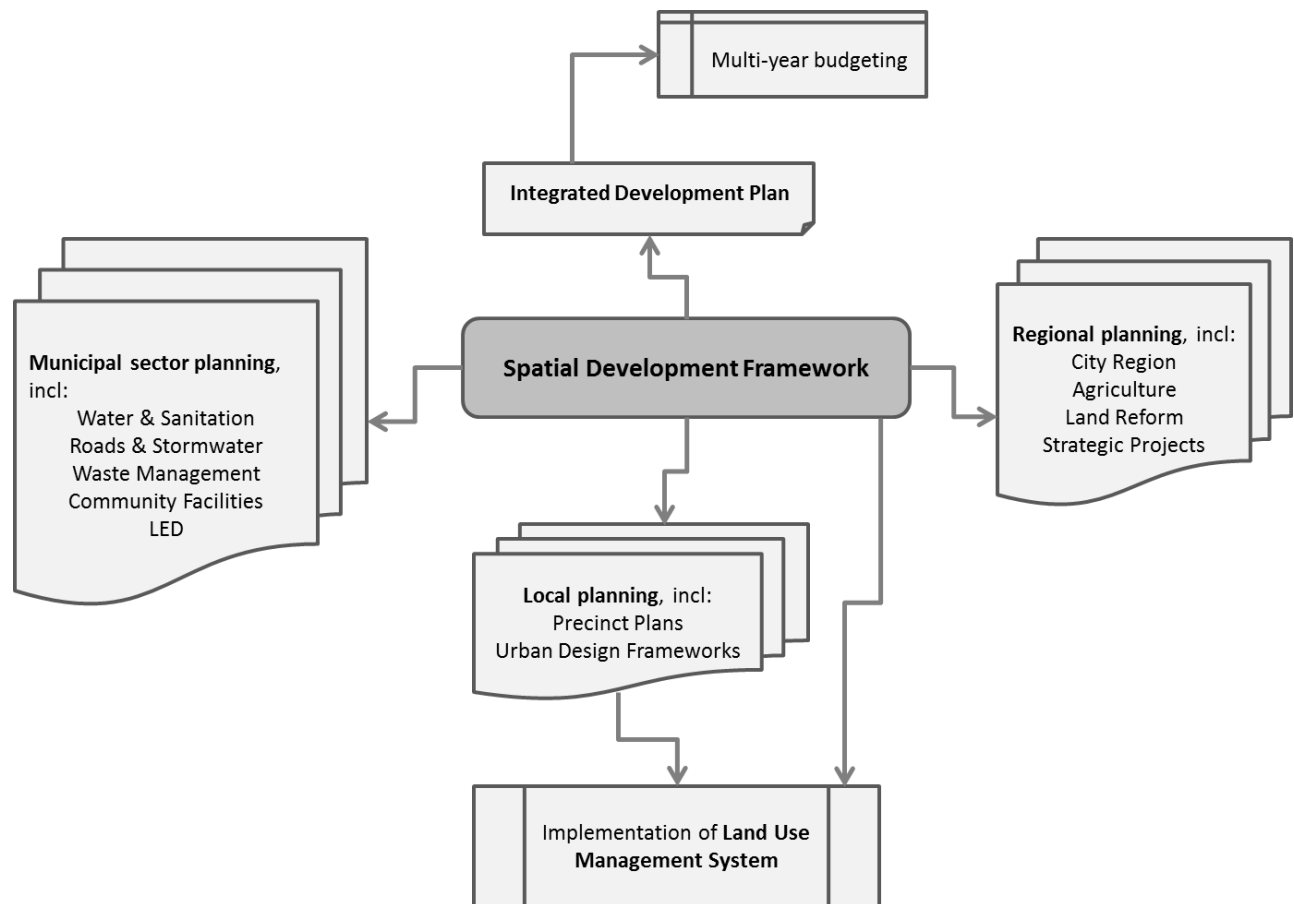


Table 1: Growth Management

The second level of plans refer to six (6) land use frameworks for different settlements and proposed developments in the WLM, as presented on the consolidated SDF map below. For more detail regarding the land use frameworks, please consult the full SDF document.

In terms of implementation, the Spatial Development Framework is a key strategic document that links to other planning processes. The nature of these links is as follows:



1- Land use planning and management: The SDF provides guidelines for more detailed planning and precinct level. Together with more detailed spatial planning, it provides direction to the land use management system. This could include active direction, e.g. inclusion of a envisaged future land use layer in the Town Planning Scheme (Land Use Scheme), and/or assessment of changes in land use and new developments in terms of the guidelines set by the SDF and more detailed plans.

2- Sector planning: the location and extent of land uses in spatial planning gives direction to more detailed sector and services planning, e.g. future extension of bulk capacity, areas to be prioritised for services, number and type of community services required, etc.

3- The SDF serves as strategic input into the IDP process, by indicating the key investment areas and type of interventions required for specific areas. This, together with other processes such as organisation planning and community input, form the basis for strategy and project identification in the IDP process. It can also be an input into the prioritisation of projects in the IDP process. In turn, IDP project planning forms the basis of the multi-year budget.

Figure 3: SDF Process Linkages

4- The local SDF is an important input into broader, regional planning processes, e.g. provincial and district spatial and services planning. It can serve as a key alignment mechanism to coordinate priorities and implementation across a region.

The following priority interventions are proposed in the SDF:

Table 14

Area	Priority Interventions	Timing
Westonaria Town and CBD	Urban renewal and upgrade of streetscape: sections of Allan and Edwards Street.	ST
	Urban design framework for the core area of the CBD to contribute to create a more distinguishable sense of place / local character.	MT
	Precinct Plan including feasibility study: TOD Precinct	MT
	Upgrading / management of taxi ranks.	ST / Ongoing
	Environmental study / environmental assessment / environmental management plan for ridge area included in urban edge to set development conditions and limitations.	ST
Simunye	Develop detailed precinct plan for TOD precinct, local node and secondary activity corridor; secure funding the development of civic facilities to kick-start the development of a formal local node.	ST
	Construct / complete the link road between Bekkersdal and Simunye.	ST
Greater Syferfontein	Develop detailed local development framework / precinct plan for area.	ST
	Bi-lateral consultations with the City of Joburg regarding links into the southern section of the BRT system.	MT
	Construction of new water treatment works.	ST
	Obtain relevant legal permission from land owners (City of Joburg) to proceed with development of portions of Farm Syferfontein.	ST / Urgent
	Complete regional airport feasibility study.	ST
Bekkersdal	Relocation of informal settlement to safe area.	ST
	Consolidation of local node for daily convenience good through enterprise development / LED initiatives.	MT
	Construct / complete link road with Simunye.	ST
Thusanang	The completion of an Environmental Impact Assessment process to determine suitability for residential development.	ST
	A feasibility study to determine if the benefits of settling a community in the area are significant enough to counter the cost of service provision and locational disadvantages of the site.	MT - dependent on outcome of EIA
	The provision of bulk service capacity (water, sewerage and electricity) and well as service provision to households.	LT – dependent on outcome of EIA
	The consideration of a subsidised public transport service (feasibility study).	LT – dependent on outcome of EIA
Rural areas	Develop district-wide Mining Areas Development Plan (see section above for detailed content proposals).	MT

ECONOMIC ANALYSIS

In order for an economic analysis to be interpreted, a sound understanding of the size of the economy and its past dynamics is required. A number of indicators exists that can describe the economy of a region or an area. The most common variables that are used for the analysis include production and Gross Domestic Product per Region (GDP-R). The former represents the total value of sales of goods and services, or the turnover of all economic agents in a region; whilst the latter, using the output approach, means the sum of value added created by all residents within a certain period of time, which is usually one year. The trend at which the GDP-R has been changing in the past is also referred to as economic growth indicator. It is a measure of both the performance of an area and the well-being of the citizens of an area. Faster economic growth than population growth is taken as an indicator of a healthy economy and an improvement in citizens' well-being.

1.1. Production Structure and Growth Performance

The first economic factors to analyse are the production structure and growth performance of the WLM's local economy. Provides an indication of the current production and GDP-R values in the study areas. It shows that business sales in

Gauteng amounted to R2 114.4 billion in 2011, which equated to slightly over R907 billions of value added. The West Rand DM accounted for 4.7% of the provincial GDP-R in 2011, whilst the primary study area contributed less than 1% to the provincial economy.

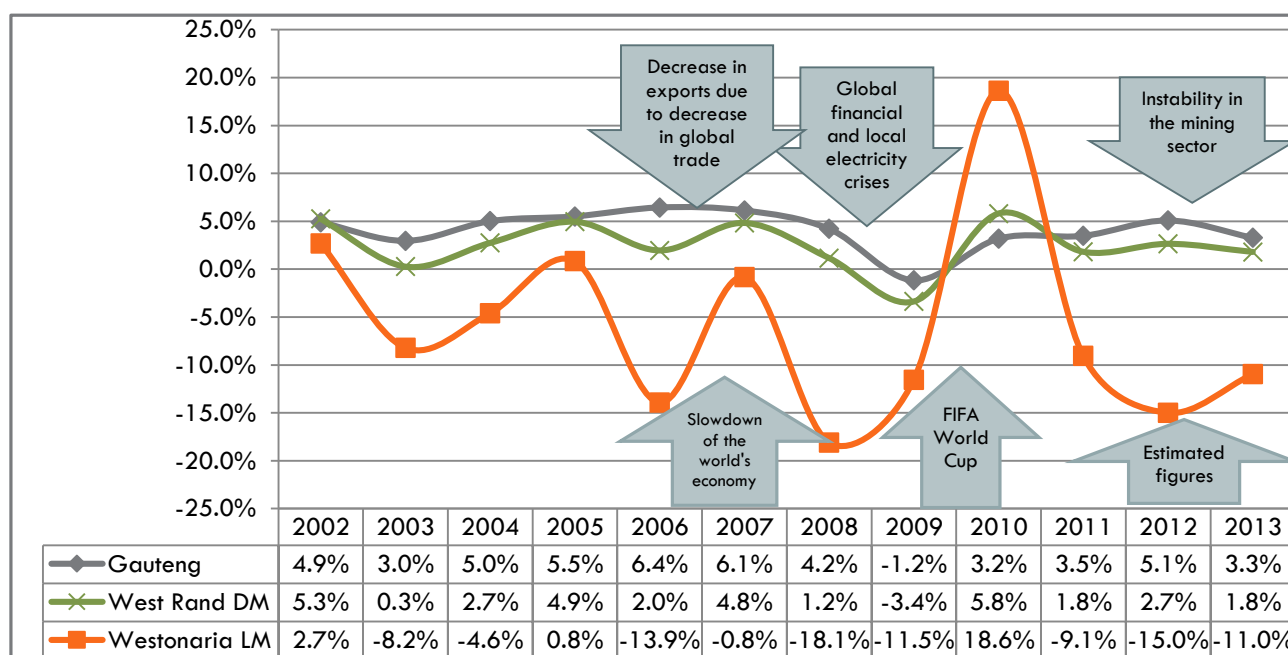
Table Error! No text of specified style in document.-1: Production and GDP-R figures (2011, 2013)

Study area	Production (R'ml)		GDP-R (R'ml)	
	Current prices	Growth rate (2001-2013)	Current prices	Growth rate (2001-2013)
Gauteng	2 320 499	5.3%	989 789	4.9%
West Rand DM	103 120	3.7%	45 433	3.0%
Westonaria LM	15 351	-5.8%	8 208	-7.5%

Source: Stats SA Census, 2011

Before 2002, the primary study area's economy was growing at a positive, but slower rate than the other study areas. After 2003, however, its growth continued to be lower than in the district and Gauteng, where the lowest growth rate was reached in the period 2007 - 2008 with -18.1%. The WLM also displayed the highest growth rate over the period from 2001 to 2011 with a growth rate of 18.6% in 2010, positively attributed to the FIFA World Cup. Importantly, however, up until 2009 the average economic growth rate in the district and the province has been gradually declining, and started increasing again after 2009.

Figure Error! No text of specified style in document.-1: GDP-R historical trends (2001-2011)



Affected the growth prospects of provincial and local municipality's economies. It appears, though, that the WLM's economy was less resilient to the changes in the European markets in 2003 and the crises of 2008 than provincial and national economies.

**WLM had a
-5.8%
production
growth rate**

The GDP growth curves of the province and the WRDM shows a strong positive correlation for the period from 2001 to 2013. In contrast, the GDP growth curve for the WRDM shows significant differences over the same period. On average, Gauteng's GDP has grown by 4.1% where the WRDM's GDP has grown by 2.5%. Over the same 2001 – 2013 period, the WLM's economy have grown negatively by -5.8%. The domestic electricity and global financial crises had a negative impact on the provincial and regional economies in 2009, supported by the fact that both the economies of Gauteng and the WRDM contracted in 2009, although the economy of the WLM showed a decline in negative growth from -18.1% in 2008 to -11.5% in 2009. This could be explained by the fact that a significant portion of the WLM economy comprises of the mining, community and trade industry, and possibly due to the strong gold price over this period.

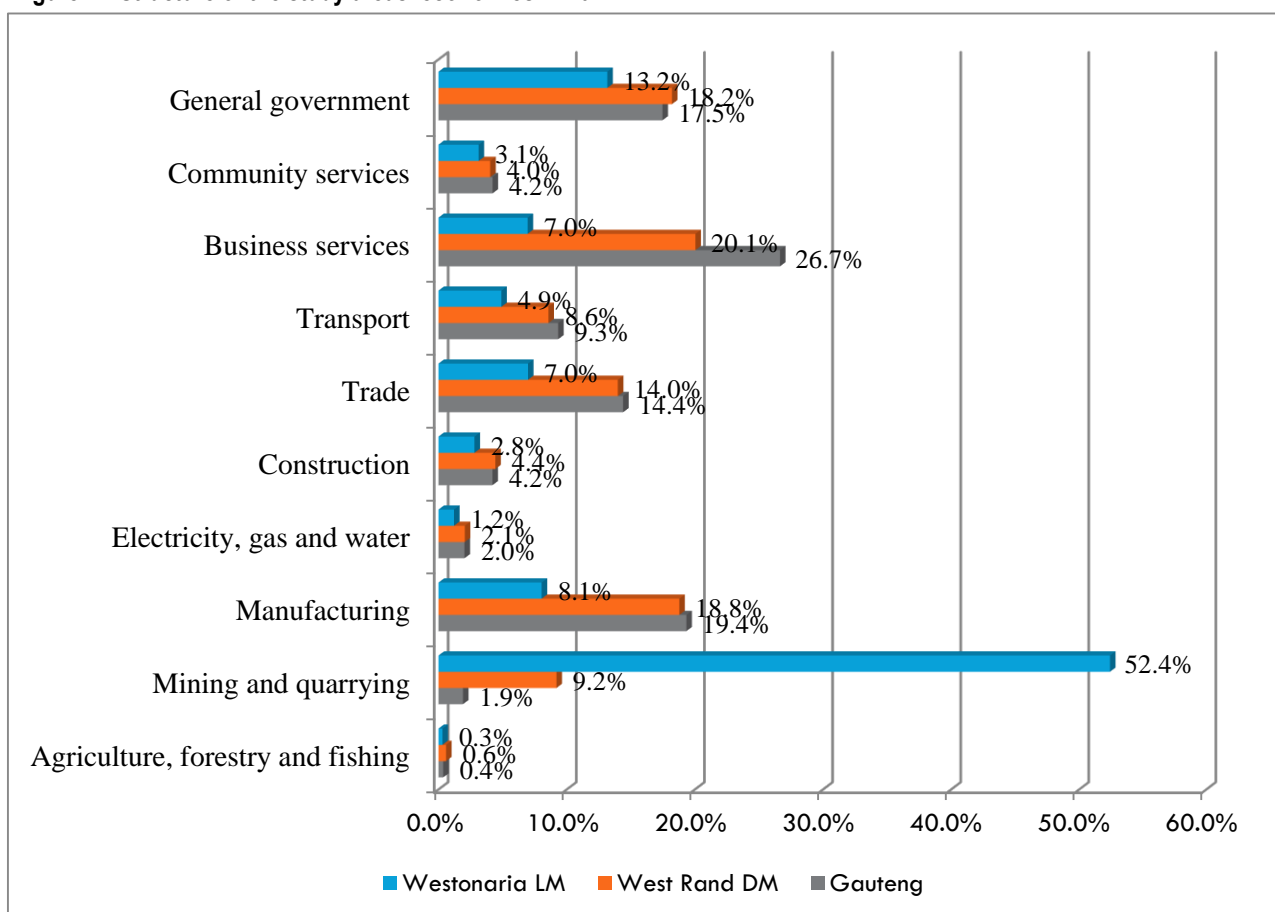
In addition, the peak of the aftermath of the global financial crisis reached South Africa in 2009. This coupled with high interest rates and stricter credit policy and had a significant negative impact on the domestic demand. As a result, almost all industries in the WRDM and Gauteng experienced some level of contraction or stagnation which ultimately reduced the demand for their outputs and had a negative impact on their growth. Sectors that continued growing during this period included construction, community and government services, largely due to the investment and activity taking place in preparation for the 2010 FIFA World Cup. For the estimated GDP growth figures of 2012 and 2013, the province and the WRDM's growth is declining, where the growth of the WLM is increasing, although it remains negative.

**Mining is the
main sector
driving the
WLM's**

1.2. Economic Sectors

The structure of the economy and the composition of its employment (see Section 5.4) provide valuable insight into the dependency of an area on specific sectors and its sensitivity to fluctuations of global and regional markets. Knowledge of the structure and the size of each sector are also important for the interpretation of the economic analysis, as it allows the assessment of the extent to which any new developments, projects or initiatives are likely to change the economy, its structure and trends of specific sectors. **Error! Reference source not found.**

Figure -2: Structure of the study areas' economies in 2011



The structure of the West Rand DM's economy is somewhat similar to the composition of the national economy with the tertiary sector accounting for just over 60% of its GDP-R and the primary sector playing a prominent role in the economy with more than 25% of its GDP-R. The comparison of the structure of the WRDM's economy in basic and nominal terms suggests that price effects have a significant impact on the structure of the economy. This is largely due to the fact that it contains a prominent tertiary sector, in particular the mining industry, as it is the price of commodities produced by the primary industry that can have a notable effect on the structure of any economy.

The structure of Westonaria LM economy is completely different to that of the district, as well as the province. It is clear that it is more dependent on the primary sector than any of the above-mentioned economies. Its tertiary sector however is significantly lower than the tertiary sector in the district and province, whilst its primary sector is considerably larger than the

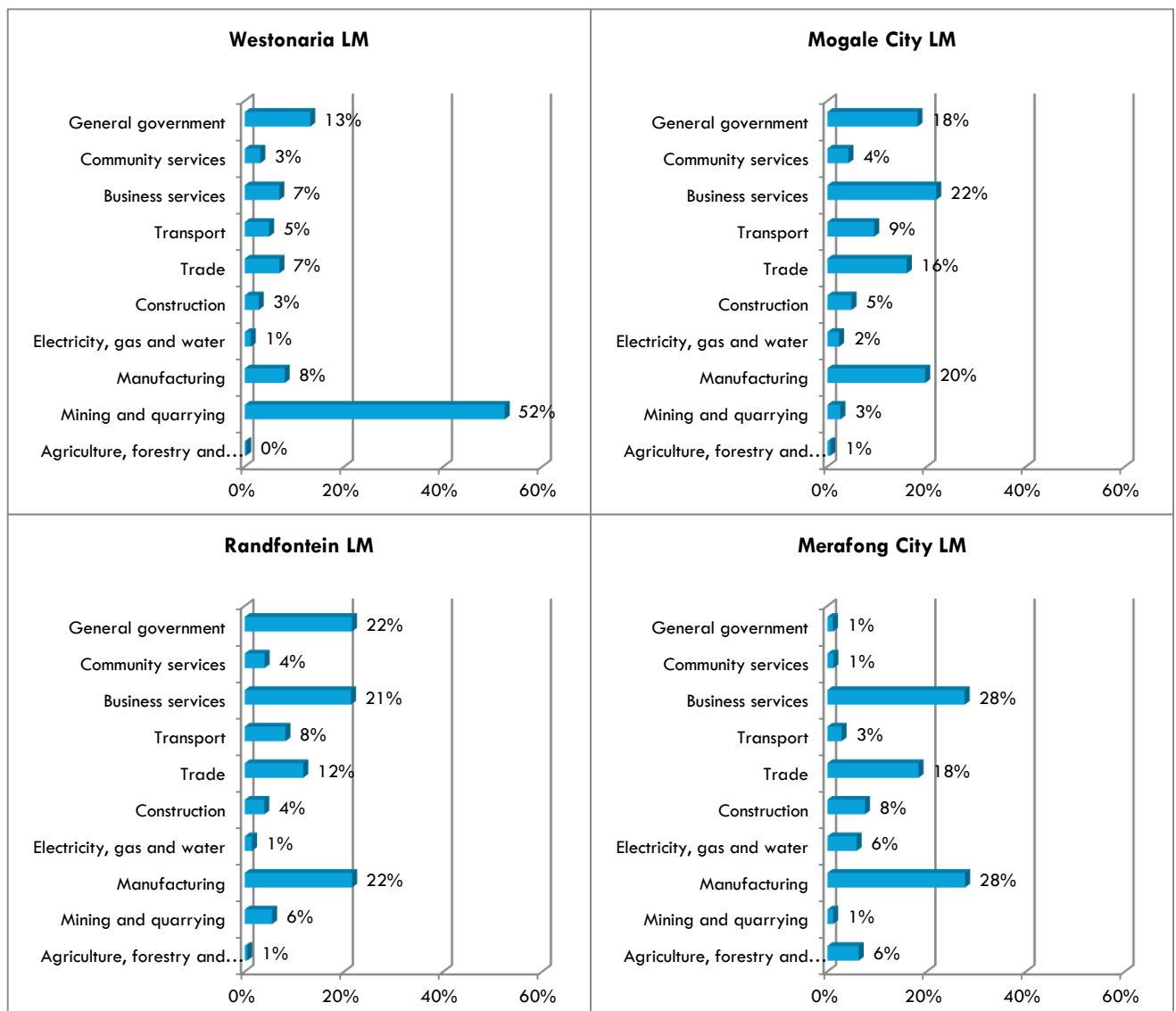
primary sector in the district or province. The largest sector in the WLM is mining and quarrying, followed by the general government sector, trade and finance.

The following figure, present the 2011 GVA percentage contribution of the economic sectors in each local municipality for the LM's within the WRDM. The GVA is measured in constant (2005) prices, and the following is highlighted from the analysis:

- The **Westonaria LM** is mainly driven by its mining sector, which contributes 52% of the local economy's GVA. The tertiary sector also contributes to some extent, however limited, with a total of 35% across all tertiary sub-sectors
- The **Mogale City LM** presents a diversified economy, with the GVA contributors spread across the secondary and tertiary sectors. Although the primary sector does not make a significant contribution, business services and manufacturing plays a prominent role, each contributing 22% and 20%, respectively
- The economy of the **Randfontein LM** is a little less diversified, where the main contributors are the manufacturing (22%) and the general government (22%) sectors. They are followed by business services who contributed approximately one fifth of the local GVA in this period. Approximately two thirds of the Randfontein LM's GVA are generated by the tertiary sector
- The two main contributors to the economy of **Merafong City LM** are the business services (28%), and manufacturing (28%) sectors. In comparison, the primary sector of the Merafong City LM contributes more than the primary sectors of the other three LM's, however; it does not make a significant contribution to the Merafong City's local municipality (6%) itself. It can be illustrated that the tertiary sector is the main driver of the local economy of this LM, as it contributes over 50% of the GVA.

The WLM's economy is driven by the primary sector, where other LM's in the region are driven by the tertiary sector

Figure -3: GVA Percentage contribution of the local municipalities in the WRDM (2011)



manufacturing and agriculture sectors are less prominent in the WLM, and the WLM is also less diversified compared to the other LM's within the WRDM in 2011.

**In 2011, WLM's
unemployment
rate = 44.2%
and labour force
participation rate
= 57.8%**

1.3. Sectoral Employment

Employment is the principal means by which individuals who are of working age may earn an income that will enable them to provide for their basic needs. As such, employment and unemployment rates are important indicators of socio-economic well-being. The following paragraphs examine the study area's labour market from a number of angles, including the employment rate and sectoral employment patterns.

The composition of the labour force in the primary study area, Gauteng, and the country is detailed in. It describes the labour force from the official definition perspective, where the unemployed people:

- did not work during the seven days prior the interview
- want to work and are available to start work within a week of the interview
- have taken active steps to look for work or to start some form of self-employment in the four weeks prior to the interview

Table -2: Labour force statistics (2011)

Indicators	Gauteng	West Rand DM	Westonaria LM
Working Age Population	7 724 923	404 613	77 241
Non-Economically Active	2 601 447	145 101	32 629
Labour Force	5 123 478	259 512	44 611
Employed	3 633 167	182 539	24 902
Unemployed	1 490 311	76 973	19 709
Unemployment Rate	29.1%	29.7%	44.2%
Labour Force Participation Rate	66.3%	64.1%	57.8%

Source: Stats SA Census, 2011

In 2011, Gauteng had approximately 7.7 million people within the working age population. Of these, a little over 2.6 million people were non-economically active and 5.1 million formed part of the labour force. This means that the labour force participation rate in the province is 66.3%. The number of employed people in Gauteng amounted to just above 3.6 million people, leaving just under 1.5 million people or 29.1% of the labour force unemployed. The number of unemployed people has increased gradually from 21.9% in 2007 by 7.2% to the 29.1% as mentioned above, which is due to the unfavourable economic conditions experienced during this period.

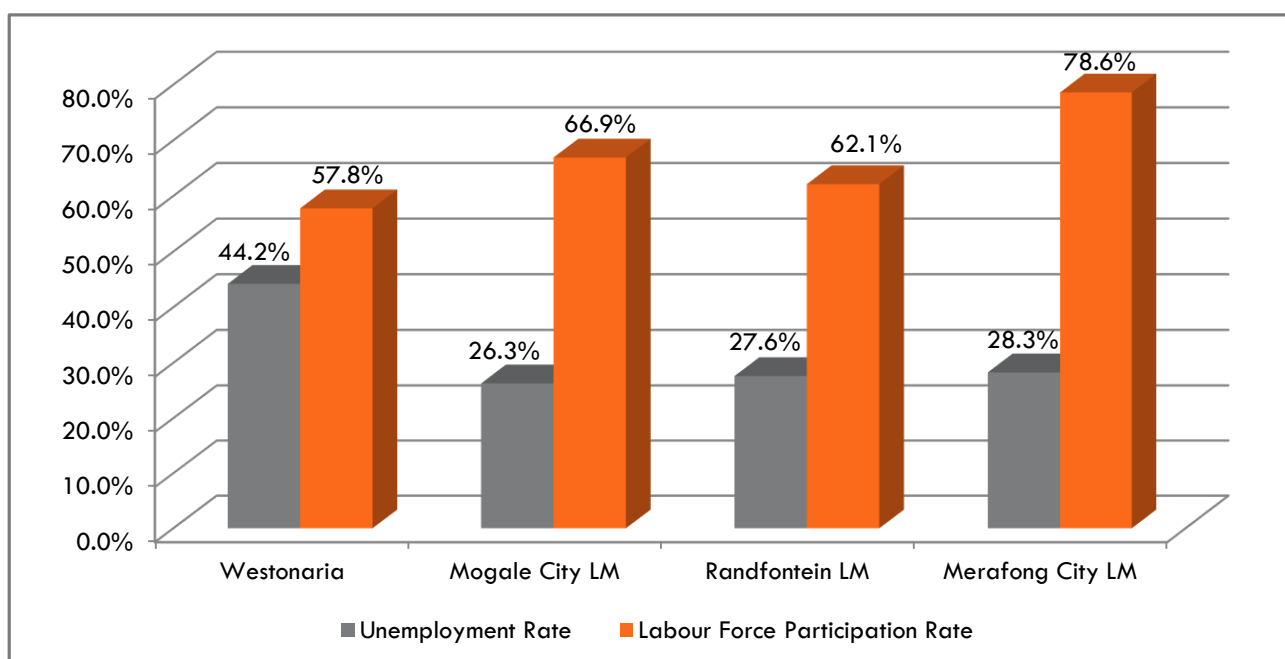
The West Rand DM accounted for 5.2% of the national working age population, or 404 613 people. In 2011, just over 64% of the regional working age population participated in the economy or were economically active. The economically active people encompassed the regional labour force, which was divided into 182 539 employed and 76 973 unemployed people, indicating a 29.7% unemployment rate in the district.

In the primary study area, the working age population comprised of 77 241 people. The WLM has 57.8% of the working age population participating in the local economy, indicating a poorer situation than in the district and the province. In 2011, there was 24 902 unemployed people in the primary study area, which means that in light of the labour force figure the unemployment rate in the municipality was 44.2%. This figure is significantly higher than in the WRDM and the province. The lower labour force participation rate, however meant that a significantly higher percentage of people in the WLM than in

the district were not looking for jobs and were not participating in economic activities. If the portion of these non-economically active people who were discouraged job seekers were included in the labour force, the unemployment rate would have been much higher, and thus impacting these statistics detrimentally.

The following figure provides an analysis of the labour force participation rate and the unemployment rate in the four local municipalities within the WRDM. **Error! Reference source not found.** Figure 4 illustrates that the labour force participation rate is relatively high in the Merafong City, Randfontein and the Mogale City LM's. This indicates that the number of people in the non-economically active workforce is relatively small. The opposite is reflected in the WLM where the labour force participation rate is relatively low.

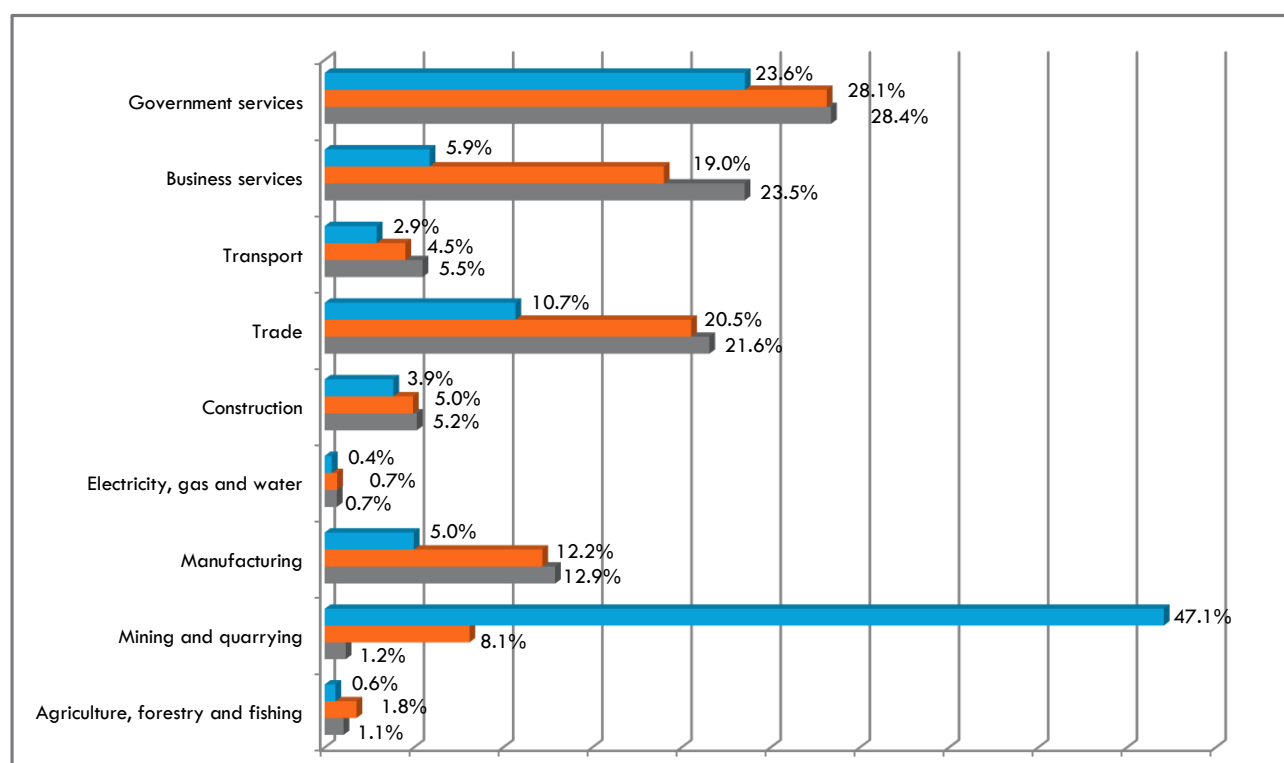
FigureError! No text of specified style in document.-4: Employment profile of the four local municipalities (2011)



Source: Stats SA Census, 2011

In addition, the unemployment rate for the workforce in the WLM is almost twice the unemployment rate of the other three LM's, whose unemployment rate correlate positively to the unemployment rate of the region and Gauteng. The employment structure of the WLM is presented in **Error! Reference source not found.** that follows. The employment rate, as provided within the primary, secondary and tertiary sectors of the WLM's local economy, is compared to the sectoral employment structure of the WRDM and the province.

Figure -5: Employment structure of the WLM (2011)



Source: Stats SA Census, 2011

The following can be summarised from above:

- More than three quarters of people employed in Gauteng work in the tertiary sector, in particular the community and government services sector and the finance and business services sector. Agriculture, which accounted for 0.4% of the provincial GDP-R in 2011, on the other hand, provided 1.1% of all employment opportunities; whilst the contribution of the mining industry towards employment in the province was smaller than its contribution towards GDP-R. Nevertheless, both of the sectors are labour-intensive and create a notable number of employment opportunities in the province, particularly in rural areas
- Employment structure in the WRDM is dominated by the number of people who is working in the tertiary sector, specifically in the community and government services and trade sectors. Its secondary sector creates 17.9% of jobs in the district, whilst its primary sector creates 9.9%.
- The employment composition in the Westonaria LM is very similar to its GDP-R structure. The mining and quarrying sector, which contributes almost 72.9% to the GDP-R, provides just fewer than 48% of employment opportunities in the area. At the same time the trade, community and government sector's employment contribution is greater than its contribution towards GDP-R.

1.4. Comparative Advantage (location quotient)

The location quotient (also known as the comparative advantage) compares the regional share of economic activity in a particular industry to the national share of economic activity in the same industry. The result reveals the degree of regional specialisation in each industry. If the location quotient for a particular industry is between zero and one, the region is less specialised than the nation, while location quotients greater than one reveal greater specialisation of the industry in the local economy than in the national economy. Also, observing location quotients over time show if an industry is becoming more or less specialised in the region. The interpretation of the location quotient is provided in **Error! Reference source not found.** below.

The mining sector provides 47.1% of the WLM's employment

Table -3: Interpretation of the Location Quotient

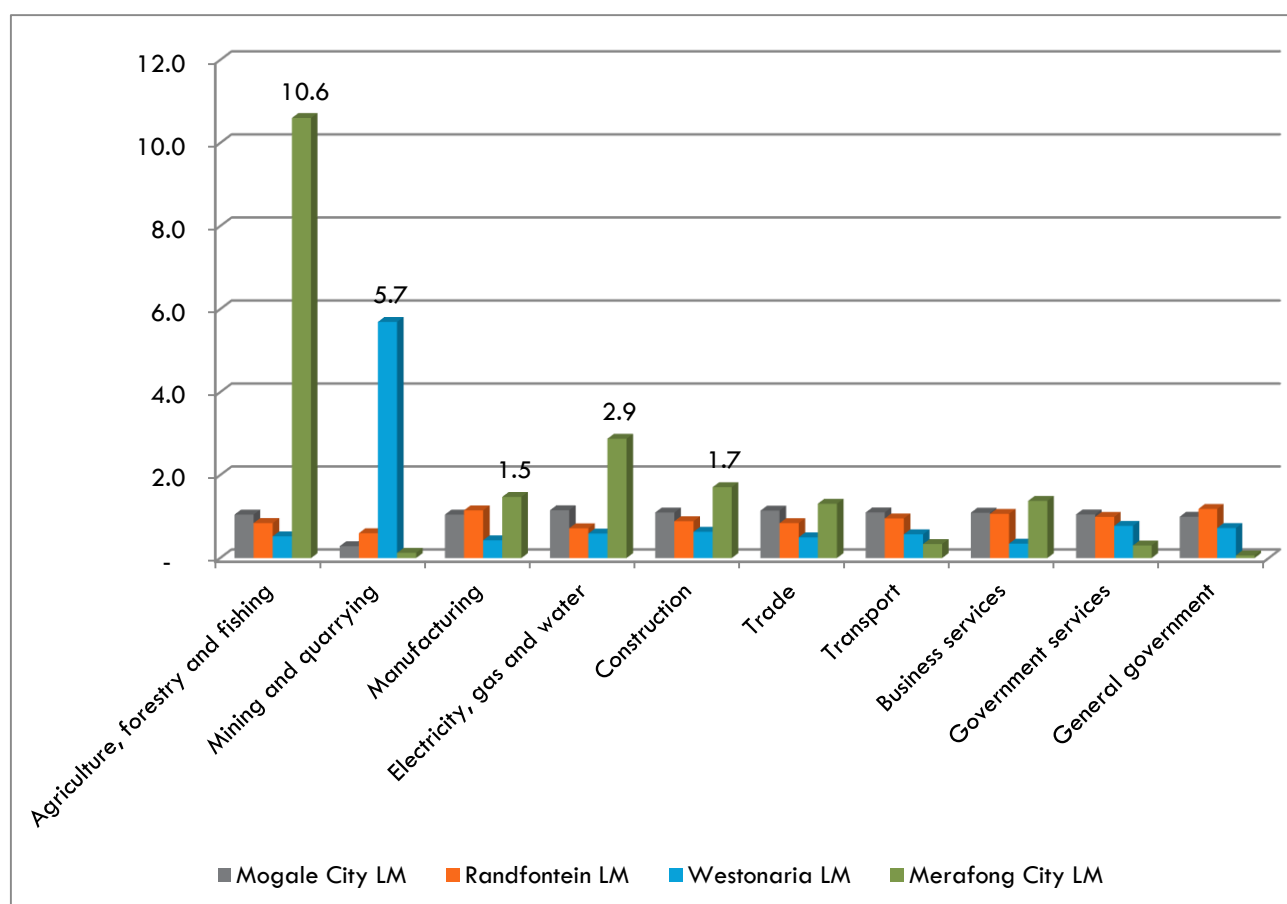
LOCATION QUOTIENT (LQ)	CLASSIFICATION	INTERPRETATION
LQ < 1	All Employment is Non-Basic	A LQ that is less than zero suggests that local employment is less than was expected for a given industry. Therefore, that industry is not even meeting local demand for a given good or service. All of this employment is considered non-basic by definition.
LQ = 1	All Employment is Non-Basic	A LQ that is equal to zero suggests that the local employment is exactly sufficient to meet the local demand for a given good or service. Therefore, all of this employment is also considered non-basic because none of these goods or services is exported to non-local areas.
LQ > 1	Some Employment is Basic	A LQ that is greater than zero provides evidence of basic employment for a given industry. When an LQ > 1.0, the analyst concludes that local employment is greater than expected and it is therefore assumed that this "extra" employment is basic. These extra jobs then must export their goods and services to non-local areas which, by definition, make them basic sector employment.

Source: Andrew, 1977

The 2011 comparative advantage for the different economic sectors within the local municipalities in the region is provided in **Error! Reference source not found.** below.

Figure Error! No text of specified style in document.-6: Comparative advantage of economic sectors within the local municipalities (2011)

WLM's mining sector has a comparative advantage of 5.7 over other sectors



SECTION F: STATUS QUO ASSESSMENT

WESTONARIA LOCAL MUNICIPALITY ASSESSMENT

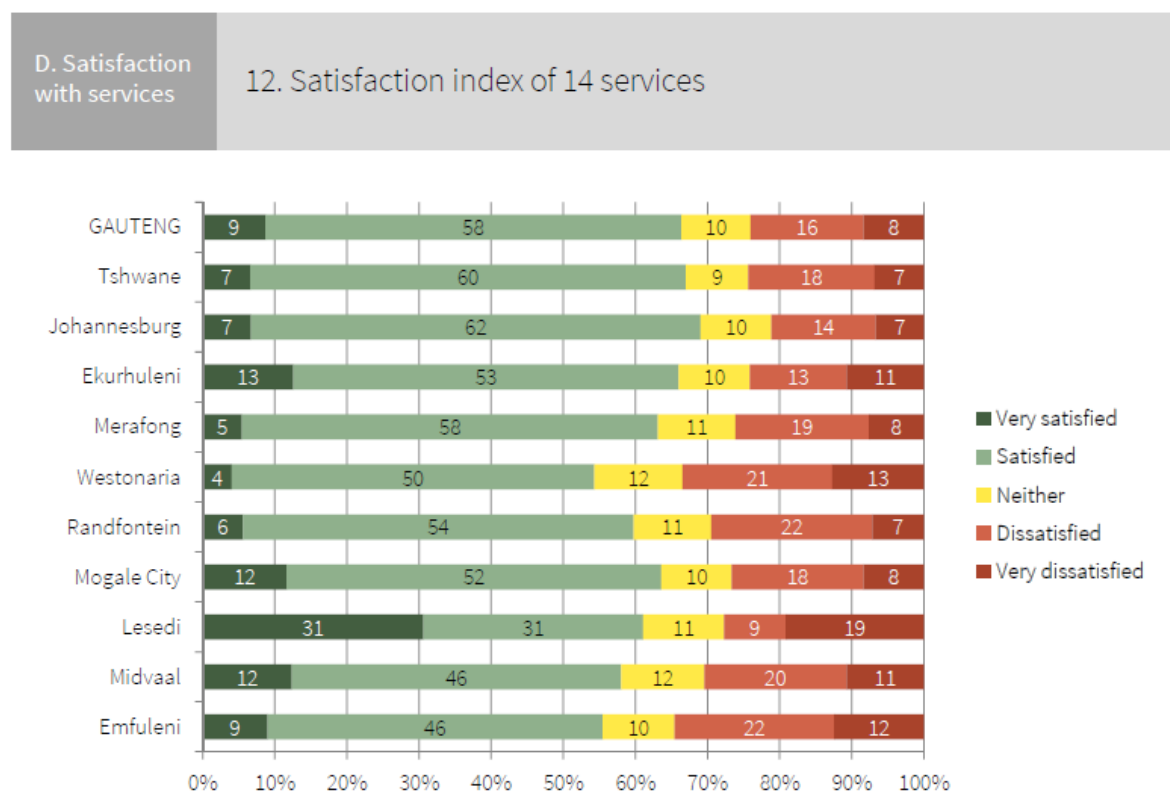
PROVISION OF BASIC SERVICES

Access to basic services

Table 15

Access to water (Inside dwelling)	Access to electricity (lighting)	Access to refuse removal (weekly)	Toilet facilities (flush & connected to sewerage)
42,2%	64,3%	69,4%	58,6%

Source: Census 2011



Quality of Life Survey 2013

Based on the results of the survey conducted by the GCRO (Gauteng City Region Observatory) the level of satisfaction with government services in Westonaria was standing at 54%. The results shows that 34% of the respondents are not satisfied with the general services provide in the area. The satisfaction level for basic services in Westonaria are as follows:

Summary Results

Table 16

Services	% Satisfaction Level 2013
Government Provided Dwelling	80%
Water	72%
Energy	60%
Sanitation	53%
Waste Removal	51%
Overall Satisfaction Level	54%

Water:

The Water Services Development Plan was valid till December 2013 and the national target for this service is 2014. 90 households which are on private land are serviced through water tanks. Dale and Jack Fontein areas are without access in terms of the basic service standards reasons being that there are no reticulation infrastructure and bulk infrastructure. Yard Connection for formal and Informal Settlements is 200m radius.

WLM is a Water Services Authority. The municipality does have a Draft Indigent Policy and 6 kl of free basic water service is provided on a monthly basis to households. The challenges faced by the municipality regarding water losses which are due to dilapidated network which is mostly Asbestos Cement Pipes.

Draft operations and maintenance plan is in place. WLM has storage of (147 MI) in 7 Concrete Reservoirs and 39 Km of Bulk network. Facilities such as schools, clinics, police stations, etc. are all supplied with water through yard connections.

Table 17

Ward	Name of settlement	Number of households	Service Level			Intervention required
			Above RDP	Below RDP	No service at all	
1	Thusanang	3489	3464	25	0	Township Establishment as it is still an Informal Settlement with Communal stand pipes. The Private Property Owners are being engaged to improve the service for the Jack Fontein area.
2	Glenharvie & Leeudoorn	3117	3117	0	0	None, as there are piped water inside dwelling.
3	Kloof	257	257	0	0	None, as there are piped water inside dwelling.
4	Westonaria (Town)	1610	1610	0	0	None, as there are piped water inside dwelling.
5	Libanon & Venterspost	2001	1936	65	0	None, as there are piped water inside dwelling, except for Danny Dale where private property owners are being engaged to improve the level of service.
6	Westonaria (Town) & Hillshaven	2327	2327	0	0	None, as there are piped water inside dwelling.
7	Simunye Ext. 1, 5	2408	2408	0	0	None, as there are piped water inside dwelling.

8	Simunye Ext. 1,2,3 & 4	2759	2759	0	0	None, as there are piped water inside dwelling.
9	Bekkersdal Informal	2624	0	2624	0	Relocation of the Settlement to a habitable site.
10	Silver City , Spoke town & Bekkersdal formal	3093	0	3093	0	None, for Formal Settlement as there are piped water inside dwelling and relocation of the Informal Settlement to a habitable site.
11	Bekkersdal Informal	2155	0	2155	0	Relocation of the Settlement to a habitable site.
12	Bekkersdal formal/Informal	3033	3033	0	0	None, as there are piped water inside dwelling.
13	Bekkersdal formal/Informal	2228	2228	0	0	None, as there are piped water inside dwelling.
14	Bekkersdal Informal	3183	0	3183	0	Relocation of the Settlement to a habitable site.
15	Bekkersdal Formal/Informal	2494	2494	0	0	None, for Formal Settlement as there are piped water inside dwelling and relocation of the Informal Settlement to a habitable site.
16	Zuurbekom & Waterworks	3325	3325	0	0	None, for Zuurbekom as there are piped water inside dwelling and relocation of the (Waterworks) Informal Settlement to a habitable site.

Sanitation:

The Water Services Development Plan was valid 'till December 2013 and the national target for this service 2014. 90 Households in Private Properties are without access to decent sanitation. Water borne systems are available in formal and VIPs systems available in Informal Settlements. Danny Dale and Jack Fontein areas use pit latrines.

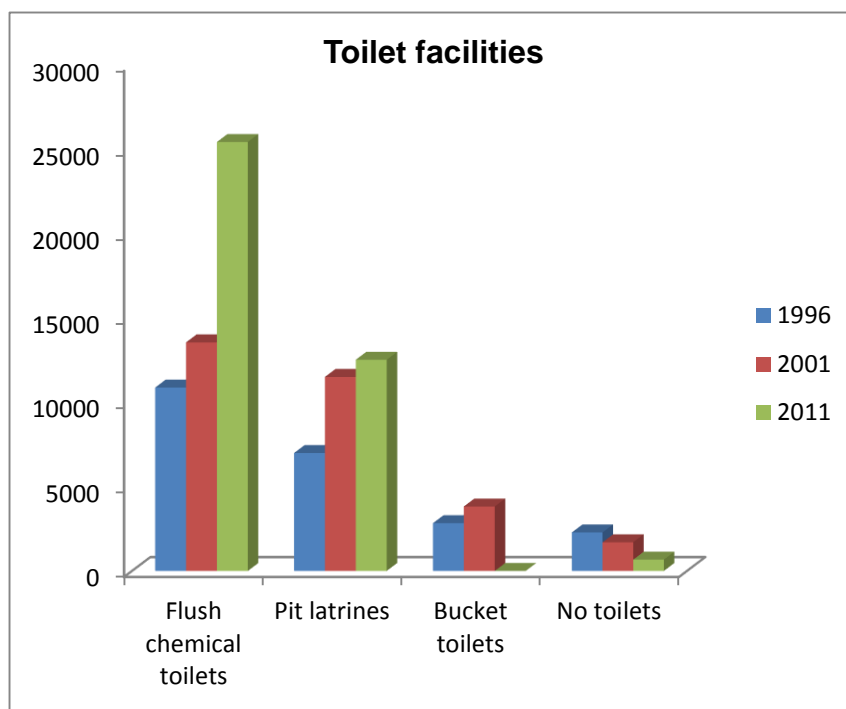
All areas except the two above do have good levels of service. There are no areas with intermediate levels of service within the municipality. The approved service level for the municipality as informed by the Spatial Development Framework is Water borne in Formal and VIPs in Informal Settlements.

Table 18

Flush chemical toilet			Pit latrines			Bucket toilets			No toilets		
1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
10903	13578	25435	7017	11536	12549	2843	3279	0	2293	1706	673

Source: Census 1996, 2001 & 2011

Table 18 reflects that a proportion of pit toilet without ventilation is increasing due to the sprawl of informal settlements and the municipality has managed to eradicate the bucket system. One of the key government priorities is to deliver safe and adequate sanitation services to all communities. Although the target for eradicating the sanitation backlog in terms of the Millennium Development Goals is 2014, the South African government had set a target to eradicating such a backlog by 2010.



Source: Census 1996, 2001 & 2011

Piped network and Conservancy Tanks emptied via the Vacuum Tankers are the resources available for rendering this service. The status of sewer treatment plants and related bulk infrastructure is as follows: 37 Ml WWT Plant and 48km of bulk pipe line. The operations and maintenance plan for sanitation is at a draft stage. The general challenge with regard to sanitation is the Clay (Erwin ware) Pipes which need to be replaced. The water borne sewerage is provided in formal settlements and VIP toilets in all informal settlement as an approved service levels.

Table 19

Ward	Name of settlement	Number of households	Service Level			Intervention required
			Above RDP	Below RDP	No service at all	
1	Thusanang	3489	25	3464	0	Informal Settlement are serviced through VIPs, while the property owners are being engaged to improve the level of service.
2	Glenharvie & Leeudoorn	3117	3117	0	0	None as it is water-borne sewerage.
3	Kloof	257	257	0	0	None as it is water-borne sewerage.
4	Westonaria (Town)	1610	1610	0	0	None as it is water-borne sewerage.
5	Libanon & Venterspost	2001	1936	65	0	None as it is water-borne sewerage, except for Danny Dale wherein the property owners are being engaged to improve the level of service.
6	Westonaria (Town) & Hillshaven	2327	2327	0	0	None as it is water-borne sewerage.
7	Simunye Ext. 1, 5 & 7	2408	2408	0	0	None as it is water-borne sewerage.

8	Simunye Ext. 1,2,3 & 4	2759	2759	0	0	None as it is water-borne sewerage.
9	Bekkersdal Informal	2624	0	2624	0	None, as it is an Informal Settlement and serviced through VIPs.
10	Silver City, Spoke town and Bekkersdal	3096	0	3096	0	None, as it is an Informal Settlement and serviced through VIPs .and formal is water-borne sewerage.
11	Bekkersdal Informal	2155	0	2155	0	None, as it is an Informal Settlement and serviced through VIPs.
12	Bekkersdal	3033	3033	0	0	None as it is water-borne sewerage.
13	Bekkersdal	2228	2228	0	0	None as it is water-borne sewerage.
14	Bekkersdal Informal	3183	0	3183	0	None, as it is an Informal Settlement and serviced through VIPs.
15	Bekkersdal Formal/Informal	2494	2494	0	0	None.
16	Bekkersdal Formal/Informal	2494	2494	0	0	None.

Electricity & Energy:

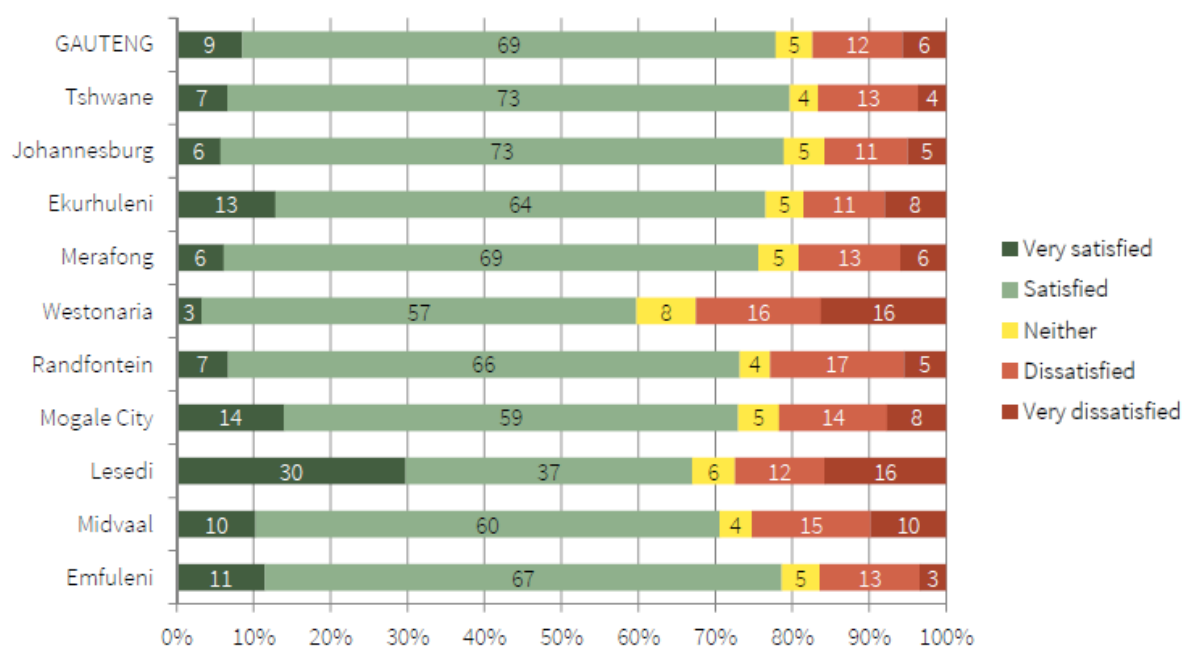
Electricity services in the municipality is provided by the municipality and Eskom. Eskom distributes electricity in Bekkersdal, Zuurbekom, Farming areas and Mines whilst the municipality provides for all other areas.

Table 20

Lighting			Cooking			Heating		
1996	2001	2011	1996	2001	2011	1996	2001	2011
9016	12955	25770	8788	12514	25406	8626	12387	24486

Source: Census 1996, 2001 & 2011

Table3.15.1 shows that the proportion of households using electricity as the main source of energy for lighting is high across the municipal area and those using electricity for cooking marginally higher compared to usage for heating. The 2011 stats also reflects that 64% of the households have access to electricity. The access to electricity have improved 2 folds as compared to 2001.



Quality of Life Survey 2014

According to the survey above it reflects that 60% of the respondents are happy with the electricity service they receive. 32% of the respondents are dissatisfied with the services they receive for electricity. The negative comments might be received from Simunye area where we are experiencing increasing demand in electricity and this had an impact in our capacity to provide uninterrupted supply.

The national target for the service is 2014. All Informal Settlements are without access to Electricity or energy and all formal Areas are fully electrified with a reliable source which is Eskom. Free basic electricity provided in accordance with the Indigent Policy and they receive 50kwh per month/ household. Public lighting was installed in high risk areas, like Informal Settlements. All formal areas have Street lights. Ageing and dilapidated infrastructure network is one of the general challenges the municipality is facing.

Table 21

Ward	Name of settlement	Number of households	Service Level			Intervention required
			Above RDP	Below RDP	No service at all	
1	Thusanang	3489	0	0	3489	None, as it is an Informal Settlement. Proclamation of the Township is recommended.
2	Glenharvie & Leeudoorn	3117	3117	0	0	None as this are Mining Houses
3	Kloof	257	257	0	0	None, Mining Houses
4	Westonaria (Town)	1610	1610	0	0	None
5	Libanon & Venterspost	2001	2001	0	0	None
6	Westonaria Town & Hillshaven	2327	2327	0	0	None
7	Simunye Ext. 1	2408	2408	0	0	Upgrading of networks.

8	Simunye Ext. 2 (Phase 2,3 & 4)	2759	2759	0	0	Upgrading of networks
9	Bekkersdal Informal	2624	0	2624	0	Relocation of the Settlement to a habitable area.
10	Silver City, Spoke town & Bekkersdal	3093	1073	2020	0	None as it is an Eskom supply area and an Informal Settlement.
11	Bekkersdal Informal	2155	0	2155	0	Relocation of the Settlement to a habitable area.
12	Bekkersdal	3033	3033	0	0	None, Eskom Supply area
13	Bekkersdal	2228	2228	0	0	None, Eskom Supply area
14	Bekkersdal Informal	3183	3183	0	0	Relocation of the Settlement to a habitable area.
15	Bekkersdal Formal/	2494	1469	1025	0	None, Eskom Supply area as well as the relocation of the Informal to a habitable site.
16	Zuurbekom	3325	3325	0	0	None, Eskom Supply area.

Roads:

Integrated Transport Plan is in place. It is a five year document revised annually. The revision of the ITP is coordinated by the West Rand District Municipality as the Transport Authority. The current ITP is valid until 2015. Roads are classified. The status of roads is fairly in good condition according to the Pavement Management System (2003). The PMS needs to be revised to indicate the latest status quo of municipal roads. All the public routes for public transport are in good condition. All the public routes leading to schools and clinics are also in good condition. Arterial roads are either provincial or national roads, which are N12 and R28.

Internal roads are in a state of poor to fair conditions. It is noted that most of the municipal roads have reached zero Remaining Useful Life (RUL) and therefore need to be resurfaced to enhance their life span. Some of the internal roads were resurfaced during 2013/14 financial year. Informal Settlements are serviced through dirt roads as they are not formalized yet.

The municipality has resources i.e. human, equipment and machinery. It is noted that some of the machinery is old and need to be replaced to sustain service delivery. Shortage of personnel is also a challenge.

The section has a maintenance plan that is implemented continuously to guide all operational maintenance activities. The maintenance activities include the cleaning of streets, patching of potholes, crack sealing, weed poisoning etc.

Insufficient funding of the maintenance budget, lack of resurfacing of roads infrastructure, ageing infrastructure, vandalism of infrastructure as well as insufficient resources are some of the challenges.

Storm Water:

Open storm water channel system is the approved level of service. All formal settlements have storm water management systems. All informal settlements don't have formal storm water management systems. Informal settlements are Thusanang, Waterworks and Bekkersdal informal while the rest are all formal settlements.

The section has a maintenance plan that is implemented continuously to guide all the operational maintenance activities. The maintenance activities include the cleaning. Storm water management plan or system is not available. Littering into the storm water systems is one of the challenges faced within the municipality.

Social Services:

Housing

3.9.1 Distribution of households by type of main dwelling

Westonaria has the highest informal settlement in Gauteng in terms of proportion to formal settlement.. The problem of informal settlement is contributed by the living out allowance given to mine workers. This result into the workers opting for the allowance and locating themselves into the nearest informal settlement.

The following table indicate the number of formal and informal dwellings:

Table 22

Formal dwellings			Informal dwellings			Traditional dwellings		
1996	2001	2011	1996	2001	2011	1996	2001	2011
9158	12918	23643	13482	16561	15550	182	501	116

Source: Census 1996, 2001 & 2011

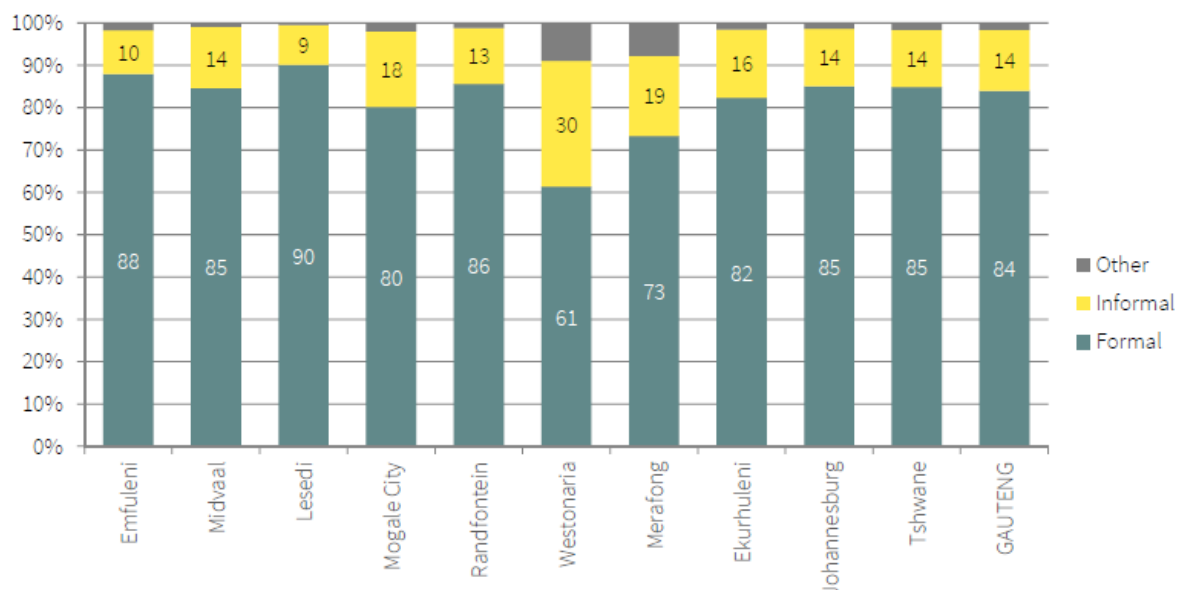
The above shows that a number of formal dwellings have increased according to census 2011 statistics, although there is a slight difference in informal dwellings figures.

Distribution of households by tenure status

Table 23

Owned & fully paid off		Owned but not fully paid off		Rented		Occupied rent-free	
2001	2011	2001	2011	2001	2011	2001	2011
4562	7680	2817	2734	16705	20059	6014	8627

The above statistics reflects that majority of the people do not own properties. The majority has rented and occupied the properties free of charge. The situation will be resolved by the development of subsidised houses in the municipality.



The quality of life survey conducted in 2014 reflects that 30% of the households in Westonaria are on informal settlement. The informal settlements in Bekkersdal have existed for than 25 years. The new area like water works and Thusanang are also putting pressure on the municipality to resolve the housing backlog.

The municipality collaborated with the Provincial Department of Human Settlement in implementing the following housing projects:

- Westonaria Borwa Housing Development – The project will yield 2 300 housing units. The project will benefit households from ward 1; 11; 12; 13; 14; 15 and 16. Currently 1000 houses have been completed and awaiting allocation to beneficiaries.
- Mohlakeng Ext 11 Housing Project – The project has provided 319 housing units for beneficiaries from the ward 9 and 10.
- Thusanang Housing Development – The projects currently at a planning phase and will provide 6 300 housing units.

- Land Use management:

Objective:

To develop and implement a new Land Use Management System (LUMS) that will include all properties in the municipal area, address trends in land uses and include definitions of these new land uses; utilize the new LUMS to manage and control all land uses within the municipal area and to act against property owners where illegal land uses occur; to stimulate the establishment of new development within the municipality's area of jurisdiction and to effect harmonious development within the municipality.

- Infrastructure Master Planning:

Objective:

To develop and implement a plan that supports the SDF of the Municipality. The Infrastructure shall be mostly, but not limited to municipal engineering services.

- Rural Development Planning:

Objective:

To formulate a master plan to assist in the identification of community projects within the rural area of the municipality; to obtain funding to implement such plans and to communicate with the communities to assist in the identification of these projects.

Table 24

Ward	Name of settlement	Number of households	Service Level			Intervention required
			Above RDP	Below RDP	No service at all	
1	Thusanang	3489	0	3489	0	Upgrade of the informal Settlement
2	Glenharvie & Leeudoorn	3117	3117	0	0	None
3	Kloof	257	257	0	0	None
4	Westonaria (Town)	1610	1610	0	0	None
5	Libanon & Venterspost	2001	2001	0	0	None
6	Westonaria and Hillshaven	2327	2327	0	0	None
7	Simunye Ext. 1, 5 & 7	2408	2408	0	0	None
8	Simunye Ext. 1,2,3 & 4	2759	2759	0	0	None

9	Bekkersdal Informal	2624	0	2624	0	Relocation of Settlement
10	Silver City. Spoke town & Bekkersdal	3093	1073	2020	0	Relocate informal and replacement of asbestos roof in houses & toilets
11	Bekkersdal Informal	2155	0	2155	0	Relocation of Settlement
12	Bekkersdal	3033	2751	282	0	Replacement of asbestos roof in houses & toilets
13	Bekkersdal	2228	2228	0	0	Replacement of asbestos roof in houses & toilets
14	Bekkersdal Informal	3183	0	3183	0	Relocation of Settlement
15	Bekkersdal Formal & Informal	2494	1469	1025	0	Relocation of settlement
16	Zuurbekom	3325	3038	287	0	Relocation of settlement

- Human Settlements Management:

The objective is to manage new and existing human settlements by providing a support system to allocate new houses to beneficiaries; assisting with the registration of beneficiaries for RDP houses; set up systems to assist with the relocation of informal settlers to formal houses.

Table 25

NO	PROJECT DESCRIPTION	OBJECTIVE	LOCATION	CURRENT SITUATION	PLANNED DEVELOPMENT/FUTURE	PLANNING REQUIREMENTS	INFRASTRUCTURE REQUIREMENTS
1	Thusanang Integrated Development	To promote the provision of housing in order to reduce the backlog	Thusanang in Ward 1	Community is staying in informal houses	To implement an Integrated housing model	EIA, Township Establishment, Land Transfer	Bulk Services
2	Westonaria Borwa	To promote the provision of housing in order to reduce the backlog	Westonaria ward 6	Westonaria has a backlog of +17 000 units	To provide 8200 mixed types of houses through a Turnkey Developer	Project under implementation.	To make provision for spare capacity alternatively payment for the Bulk Services Contribution.
3	Westonaria Ext 10	To promote the provision of housing in order to reduce the backlog	Westonaria ward 6	Westonaria has a backlog of +17 000 units	To provide 600 high income houses	It is a private development	NONE
4	Mohlakeng Ext 11 /Droogeheuwel	To promote the provision of housing in order to reduce the backlog	Mohlakeng /Randfontein	Westonaria has a backlog of +17 000 units	To provide 629 Low income houses and higher income houses in later phases.	Site handed over to Main Contractor	Provision of Pre-paid Water metres.
5	Syferfontein	To promote the provision of housing in order to reduce the backlog	Syferfontein	Westonaria has a backlog of +17 000 units	To provide 20 000 mixed types of house in collaboration with COJ.	Land transfer, EIA, Township Establishment	Bulk Infrastructure
6	Insitu Developments	To upgrade informal settlements with services	Bekkersdal ward 10, 12, 13	The community is in informal houses with existing services	To provide formal houses on occupied areas with services.	Beneficiary Administration, Decanting, Develop house plans, Stand pegging	NONE

Waste Management:

- IWMP has been developed and implemented is due to be reviewed in line with the district WRDM's and provincial plans. At least 80, 6% of households receive the waste collection services once per week as per the Gauteng collection standards. The Municipality introduced Eco bin recycling project through WRDM, and Waste Education and awareness strategy is developed.

The Municipality also aim to develop transfer stations which will serve as a source of recycling e.g. Pyrolysis project. Services are rendered both internally and externally

Waste removal:

- **Collection**

Equitable waste collection services shall be provided to all households within the municipality's area of jurisdiction. .

1. Separation at source

- 1.1 All domestic waste should be sorted at source (at the households).
- 1.2. The Municipality will provide clear guidelines to households regarding types of waste accepted at the local landfill site, sorting of waste, appropriate containers, and removal schedules.
- 1.3 Where the municipality does not collect waste, it must provide facilities where source separated waste can be dropped-off for collection.
- 1.4 Community involvement in recycling shall be encouraged

Collection of recyclable waste

It is easier for households to recycle than not to recycle, e.g. kerbside collection, drop-off centres within easy reach and well-kept mainstream recyclables (paper including cardboard, newspapers and magazines, plastic, glass, metal cans and tins) should therefore be collected at households or communal collection points. Other less frequent recyclables (electronic waste, scrap metal, batteries, fluorescent lights, used oil etc.) need clearly marked drop-off centres at well-advertised locations.

- **Receptacles**

The following should be taken into account when deciding on the type of receptacles to provide:

- 1.1 Cost- While bins and wheelie bins are more costly than plastic bags, the bins are durable.
- 1.2 Size The bulk (volume) of non-recyclable and recyclable waste generated by an average household in a certain area. The frequency of collection should be considered, as frequencies of less than once a week become a health hazard in South African climatic conditions; *Pollution* plastic bags create an additional source of pollution if not re-used and/or recycled; *Compatibility* the receptacles should be compatible with the type of collection vehicles in use;
- 1.3 *Handling* - the receptacles should be easy to handle by both the household and the service provider and should be easy to clean and have no sharp edges. However, some high density areas on steep slopes (although there are proper roads for trucks), might need another type of receptacle than areas on flat ground;

- **Awareness creation and guidelines to inform the households**

Municipality will create awareness amongst households about the following:

- (i) The types of waste collection services provided
- (ii) Separation at source - the removal of recyclables and re-usable waste from the general household waste
- (iii) The potential of composting some of the household waste and its benefits to the household
- (iv) The unacceptability of illegal dumping
- (v) Measures to be taken against individuals dumping waste illegally
- (vi) The cost of cleaning up illegal dumping and its implications on household waste collection rates

The service provider/s will give clear guidelines to households about the following:

- (i) The different types of waste generated in households
- (ii) Separation of the non-recyclable and non-reusable household waste from compostable waste and recyclable waste
- (iii) Appropriate containers for each type of waste
- (iv) Removal schedules for each type of waste
- (v) What to do with waste other than that forming part of the service provider's regular schedule of waste collection

Awareness creation and guideline communications shall be conducted at regular intervals to ensure that all households are well informed.

- **Waste Collection customer service standards for Kerbside collection**

- a. Weekly waste collection will be done on the same day every week according to the municipality's schedule.
- b. When collection has been missed the waste will be removed on the next collection date as per schedule.
- c. The collection team will make every effort to return the same bin to the household from where the waste is collected if bins are used as receptacles.
- d. A charge will be set for replacement of waste bins reported as:
 - (i) Lost or stolen;
 - (ii) Vandalized;
 - (iii) Damaged (other than by the service provider or equipment).
- e. Revised collection arrangements during the December holidays will be widely publicized if applicable.
 - (i) Residents will be informed of revised collection arrangements in advance through notices.
- f. A charge does not apply in the following circumstances:
 - (i) Bins damaged by the Municipality or equipment;
 - (ii) Bins provided to indigent households qualifying for Free Basic refuse Removal;
 - (iii) Additional bins to households with more than eight (8) occupants;
 - (iv) First bins allocated as part of the extension of a service (i.e. for waste separation purposes).
- g. The municipality will stipulate the time at which the waste receptacle must be put out for collection on the collection day.
- h. If the waste receptacle contains unacceptable material as specified in the By-laws (Such as builders rubble) the waste will not be removed.
- i. All complaints about the service will be addressed:

- **General**

All communication to household residents will be through the waste information officer.

- (i) Waste collectors will not enter into debate with household residents.
- (ii) Waste collectors will not intimidate household residents.
- (iii) Household residents will not intimidate or force waste collectors to collect waste which is not separated according to the Ref: Draft_National_Waste_Collection_Standards_for_publication.doc 2

- The reasons for the non-service in Vleikop, Westonaria Borwa (formal settlements) is mainly due to shortage of resources. Plans are currently underway to effect services in these areas
- Areas with solid waste removal and the frequency of removal and the reliability of the service.

Table 26

Services areas	Number of Households	Type of Storage	Collection Frequency
Bekkersdal :Formal	2 200	240 litre bins	Twice per week
Informal	13 656	240 litre bins	
Westonaria	1 843	240 litre bins	Once per week
Hillshaven	517	240 litre bins	Once per week
Glenharvie	1 219	240 litre bins	Once per week
Venterspost	279	240 litre bins	Once per week
Wagterskop	45	240 litre bins	Once per week
Waterpan –mine houses	143	240 litre bins	Once per week
Simunye Proper	300	240 litre bins	Once per week
Simunye Ext 1 & 2	2 871	240 litre bins	Once per week
Nufcor	50	240 litre bins	Once per week
Rand Water	20	240 litre bins	Once per week
Zuurbekom Plots	350	240 litre bins	Once per week
Waterpan Plots	143	240 litre bins	Once per week
Westonaria Firms		18m ³ skip	Once per week
Westonaria Shops		240litre bins, 15m ³ skip	Twice per week
Westonaria Shops		18m ³ skip	Once per week
Bekkersdal Schools		240 litre bins	Once per week
Bekkersdal Clinics	2	240 litre bins	Once per week
Korekile Holmes	1	18m ³ skip	Once per week
Glenharvie Shops		18m ³ skip	Once per week
Glenharvie garages		18m ³ skip	Once per week

International Church	Pentecostal	3	18m ³ skip (3)	Once per week
Thusong Baptist Church		1	240 litre bins	Once per week
Nazareth Baptist Church		1	240 litre bins	Once per week
Waterworks Settlement	Informal	250	240 litre bins	Once per week

- A total number of 4 592 households receive free waste removal service as part of the indigent support policy.
- General challenges not highlighted above are as follows:
 - Shortage or lack of alternative disposal sites such as transfer stations, drop off centres, etc
 - Very little interest shown by members of community in recycling initiatives
 - Overpopulation
 - Inadequate waste storage facilities

Waste disposal:

- All the transfer stations are licensed and most of these stations are dilapidated and need to be revamped in order to comply with licensing conditions. Roll on trucks are used for the transportation and emptying of the bulk waste containers. The landfill site is 40 hectares in extent, with the remaining lifespan of about 8-9 years. A service provider has been appointed through PMU office for the application of licensing and the extension on height restriction
- The landfill site has a site Supervisor, two Waste Inspectors, two Access Clerks. A service provider has been appointed on a twenty four months contract for the general maintenance of the site.
- General challenges not highlighted above are:
 - The Municipality does not have own machinery but relies on appointed service provider to do daily maintenance which has high cost implications
 - Control over reclaimers
 - Insufficient funding for the completion of the waste processing plant
 - Continuous vandalism of fencing.

The intended outcome for these goals is to provide sustainable quality service delivery to all households in WLM.

3.13 Type of Refuse Removal

Table 27

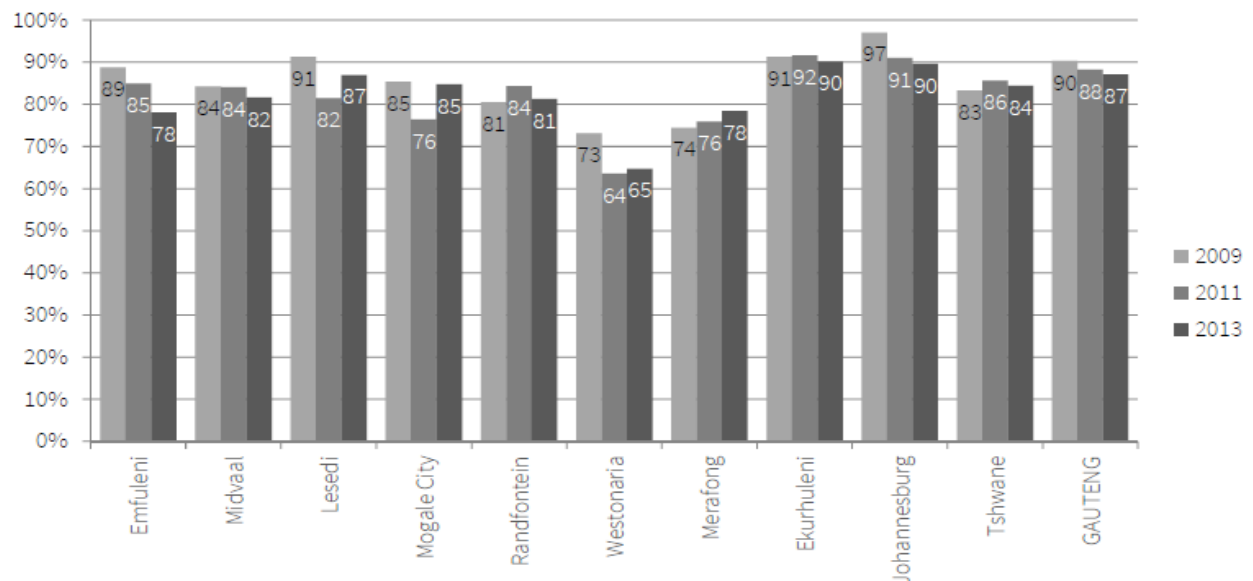
Removed by local authority			Communal/own refuse dump			No rubbish disposal		
1996	2001	2011	1996	2001	2011	1996	2001	2011
19611	24203	29292	2302	4844	9709	746	1051	789

Source: Census 1996, 2001 & 2011

According to Table 27, proportion of households refuse removal by the municipality has decreased during the 2011 census as compared to 2001. Westonaria Local Municipality has introduced a community based contract model under the auspices of TEDCOR, for a period of 3 (three) years. The project will continue until 2016. The municipality is also extending its refuse removal services to the above 790 households' who are currently not receiving the service. Westonaria Local Municipality focused on the expansion of refuse collection to previously not service by the Municipality.

C. Services & Infrastructure

6. Households with municipal refuse collection once a week (%)



Quality of life survey 2013

Based on the results of the survey the service has decreased from 73% in 2009 to 65% in 2013.

Refuse removal expansion

Previously refuse removal took place in Bekkersdal formal and informal settlement, Simunye, Westonaria, Venterspost, Libanon, Glenharvie, Mining houses, Hillshaven, Waterpan Houses, Unproclaimed areas (Thabong, sifikile, Eskom, Randwater, Nafcor, Leeudoorn, Kloof, Ethembeni), Westonaria Shops, Business and industrial areas only. Refuse removal was expanded to previously unserviced areas such as Zuurbekom Plots, Waterpan Plots, Jachtfontein and Thusanang, Waterworks informal settlement.

A service provider was appointed to take over refuse collection in all the formal areas of Westonaria. Through this expansion twenty (20) new jobs have been created and two (2) community based contractors were appointed. The expansion ensured that the number of households in the various areas as stated below has access to refuse removal services.

❖ Jachtfontein	-	137
❖ Vleikop	-	20
❖ Thusanang	-	130
❖ Waterworks	-	250
❖ Waterpan Plots	-	143
❖ Zuurbekom Plots	-	350

Six Bulk waste containers were procured during 2013-14 financial year. The containers were distributed to businesses for storage of waste. The procurement of these additional bins was aimed at improving the provision of refuse removal service and revenue generation.

Westonaria Borwa

The new low costs houses are being developed in Westonaria Borwa. Occupation to the houses is estimated to resume later this year which will require refuse removal service immediately after occupation. This will require additional personnel and vehicles. The Municipality is sourcing additional compactor truck for refuse removal.

Waste Transporter

Westonaria Local Municipality is reviewing its bylaws to be able to regulate waste transporter in line with the National Environment Management Waste Act (NEMWA 56 of 2008). This will improve the proper handling of waste for economic development opportunities.

Illegal dumping control

Westonaria Local Municipality is still facing a serious challenge of alarming illegal dumping which has made Westonaria unsightly and most pristine areas very unwelcoming. The Municipality has developed and approved the Education and Awareness Strategy in order to address the Waste Awareness within community. A service provider was also appointed for a period of 24 months to clean illegal dumping hotspots around Westonaria. An intergovernmental Relationship has been established with Gauteng Department of Agriculture and Rural Development (GDARD) for rehabilitation of illegal dumping hotspots through development of mini-parks.

Landfill Site Management

Westonaria Local Municipality has one Landfill site called: Libanon Landfill site. The site is 40ha in extend and is operating under temporary permit. The Municipality has applied for license which includes extension of height restriction. A service provider was also appointed for daily maintenance of the Landfill site for a 24 months period. Six (6) part time jobs were created on the programme.

Physical Infrastructure

Established transfer Stations and drop off centres are dilapidated and some of them have been severely vandalised and some items stolen. This impacted on the availability of alternative disposal sites for community which contributed significantly to the increase in illegal dumping of waste on open spaces and side walk. These facilities were also developed for promotion of recycling in order to reduce the waste being taken to landfill sites as per national waste strategy.

The Municipality is in the process of revamping the vandalised transfer Stations and drop off centres to enhance recycling initiatives within communities



SECTION G:

STRATEGIC GOALS, OBJECTIVES, KPI's & TARGETS

1. Introduction

This section deals with the municipality's Key Performance Areas (KPAs), Key Performance Indicators (KPIs), Targets, Developmental Priorities and Objectives as well as Council's transformational needs, which are categorized into six (6) Municipal Key Performance Areas (KPAs) as identified through the strategic planning process and in accordance with the legislative framework. These Municipal Key Performance Areas are the same as the Municipality's Strategic Goals. The Municipal Key Performance Areas are as follows:

- MKPA1 (Strategic Goal 1) -, To promote integrated sustainable development
- MKPA 2 (Strategic Goal 2) – To ensure the provision of sustainable basic services to communities
- MKPA 3 (Strategic Goal 3) - To promote sustainable local economic and social development
- MKPA 4 (Strategic Goal 4) - To provide a safe and healthy environment
- MKPA 5 (Strategic Goal 5) - To ensure internal business excellence
- MKPA 6 (Strategic Goal 6) - To provide a democratic and accountable government for local communities.
- MKPA 7 (Strategic Goal 7) - To ensure financial viable and sustainable municipalities.

The Municipal Key Performance Areas 1, 2, 3 and 4 deal with the developmental priorities and local economic development objectives, while Municipal Performance Areas 5 and 6 deal with the transformational objectives of the municipality and Municipal Key Performance Areas 7 deals with municipal financial viability.

1.1 Alignment between National Key Performance Areas and Westonaria Key Performance Areas (Strategic Goals):

The Municipal Key Performance Areas (Strategic Goals) are aligned to the National Key Performance Areas as illustrated below:

NATIONAL KEY PERFORMANCE AREAS	MUNICIPAL STRATEGIC GOALS
Spatial Analysis (Spatial Development and Land Use Management)	Goal 1 : To promote integrated sustainable development
Basic Service Delivery	Goal 2 : To ensure the provision of basic services to communities Goal 4: To provide safe and healthy environment
Local Economic Development	Goal 3 : To promote local economic and social development
Municipal Transformation and Organisational Development	Goal 5: To ensure internal municipal excellence
Good Governance and Public Participation	Goal 6 : To provide a democratic and accountable government for local communities
Financial Viability and Financial Management	Goal 7 : To ensure financially viable and sustainable municipality

2. BACK TO BASICS

The President of the country convened a summit in September 2014 with all municipal leadership to discuss the challenges faced by municipalities in providing services effectively to its communities. The summit resolved on various programmes to address challenges faced by municipalities and this programme will be implemented by all spheres of government. The expectation was for municipalities to take this programme and surround their strategies towards the attainment of the programme objectives. The back to basics programme focuses on ensuring that basic services are provided and municipalities are responsive to community needs.

We need to do things differently if we want different solutions. “We cannot solve today’s problem with the same thinking that created the problems in the first place”. (Albert Einstein). The situation needs a change of paradigm that focuses on serving the people and not political elites and organizations. This is the essence of our “back to basics” approach. At the most level, we expect municipalities to:

1. Put people and their concerns first and ensure constant contact with communities through effective **public participation** platforms.
2. Create conditions for decent living by constantly delivering municipal **services to the right quality and standard**. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including budgeting to do this. Ensure no failures in services and where there are, restore with urgency.
3. Be well **governed** and demonstrate good governance and administration – cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.
4. Ensure sound **financial management** and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities.
5. Build and maintain sound **institutional and administrative capabilities** administered and managed by dedicated and skilled personnel at all levels.

Changing strategic orientation is no mean feat and it requires leadership and political will. At the same we need a collective effort and unity of purpose and partnership with leaders in local government, provinces and national government. There is a need to improve the political management of municipalities and be

responsive to the needs and aspirations of local communities. We desperately need leadership with a vision to change and the calibre to drive the change process. We need leadership that will inspire and organize for our common purpose of improving services to our people.

Each functionary needs to understand the core mandate and orientation, understand their specific role in delivering the local government vision as envisaged in the White Paper and act in a manner that ensures local government primarily serves its people by delivering basic services. Our actions need to improve from intent to generating impact on the ground. We will have to mobilise massive support from those who are willing to change for the better and isolate those who seek to push back progressive change amongst us. The strategy for our campaign will be based on supporting and educating the coalition of the willing as well as enforcing compliance through legislation and regulation to achieve our goals. In other words, we will have to push, incentivise, disincentivise and embarrass those who are not willing to change.

Back to Basic Performance Indicators:

- Putting people first
- Delivering basic services
- Good governance
- Sound financial management
- Building capacity.

Local government programmes:

In support of the legislated functions, municipalities will work to ensure the following:

Good governance

- Municipalities will ensure transparency, accountability and regular engagements with communities.
- All municipal council structures must be functional and meet regularly.
- Council meetings to sit at least quarterly
- All council committees sitting and processing items for council decisions.
- Clear delineation of roles and responsibilities between key leadership structures.
- Functional oversight committees must be in place, e.g. Audit Committee and MPACs.

Public Participation: Putting people first

- Implement community engagement plans targeting hotspots and potential hotspots areas.
- Municipalities to implement responsive and accountable processes to communities.
- Ward committees must be functional and Councillors must meet and report back to their constituencies quarterly.
- Utilize the CDWs, Ward Committees and Ward Councillors to communicate projects earmarked for implementation.
- Municipalities must communicate their plans to deal with backlogs.
- Municipalities to monitor and act on complaints, petitions and other feedback.

Basic Services: Creating conditions for decent living

- Municipalities must deliver the basic services (Basic electricity, basic water, sanitation, waste removal etc.).
- In addition to the above, municipalities must ensure that services such as cutting grass, patching potholes, working robots and streetlights and consistent refuse removal are provided.
- Council to ensure proper maintenance and immediate addressing of outages or maintenance issues.
- Municipalities must provide basic services and maintenance.

- Municipalities must improve mechanisms to deliver new infrastructure as a faster pace whilst adhering to the relevant standards.
- Focus must be place on the operations and maintenance of existing infrastructure to ensure continuity of service provision.
- Increase of CWP sites targeting the unemployed youth in informal settlements to render day to day services such as, cutting grass, patching potholes, cleaning cemeteries, etc.
- Extent reach of the basic services to communities living in informal settlements by providing temporary services such as: (i) potable water, (ii) temporary sanitation facilities, (iii) grading of gravel roads and (iv) refuse removal.
- Improve policing and installation of high mast lighting.
- Cities to announce plans for township establishment where they exist.

Sound financial management

- All municipalities must have a functional financial management system which includes rigorous internal controls.
- Cut wasteful expenditure.
- SCM structures and control with appropriate oversight.
- Cash-backed budgets.
- Post Audit Action Plans are addressed.
- Act decisively against fraud and corruption.
- Supply Chain Management structures in place and functional according to regulations.
- Conduct campaigns on culture of payment for services led by Councillors.
- Conduct campaigns against “illegal connections, cable theft, manhole covers’ etc.

Building capable institutions and administrations

- All municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications.
- All staff to sign performance agreements.
- Implement and manage performance management systems.
- Municipal management to conduct regular engagements with labour.

BACK TO BASICS	NKPA	STRATEGIC GOAL	OBJECTIVES	INDICATORS
Basic Services: Creating conditions of decent living	Basic service delivery	To ensure the provision of basic services to communities	<p>Increase, improve & extend provision of services (backlog reduction)</p> <p>Improve the state of existing municipal infrastructure and extend</p>	<ul style="list-style-type: none"> • Number of households with access to water • Number of households with access to electricity • Number of new water connections • Number of new electricity connections % of infrastructure master plan implemented • Km of roads established • Number of sports fields established • % reduction in water loss • % reduction in electricity loss • Number of households with access to refuse removal. • % of municipal infrastructure in good state • Number of infrastructure audits conducted • % of operations and maintenance budget spent • % of maintenance plan implemented • % of faults resolved within 24 hours.
Public Participation: Putting people first	Public Participation and Good Governance	To provide a democratic & accountable government for local communities	Promote broadening & deepen democracy	<ul style="list-style-type: none"> • Number of functional ward committees • Average turnaround time for responding to petitions • Number of programmes of communication strategy implemented • Number of public participation programmes implemented • % Compliance to Audit Committee Charter & Framework • % of annual Internal Audit Plan implemented • % Compliance to Risk Management Plan • % Implementation of Internal Audit controls & recommendations • Number of reviewed and developed policies submitted to Council for approval.
Building Capable Institutions and Administrations			<p>Strengthen corporate governance</p> <p>Strengthen intergovernmental relations</p>	<ul style="list-style-type: none"> • Number of IGR meetings attended • Number of services shared • Number of IGR recommendations implemented • Number of best practise study tours conducted.

BACK TO BASICS	NKPA	STRATEGIC GOAL	OBJECTIVES	INDICATORS
Good governance	Municipal Transformation and Organisational Development	To ensure internal municipal excellence	Increase performance & efficiency of business processes	<ul style="list-style-type: none"> Overall organisation performance Average turnaround time for critical processes Compliance to PMS framework Number of employees on performance management Number of people trained according to WSP % of employees on performance management.
			Strengthen capacity & optimise human resources management	<ul style="list-style-type: none"> % uptime of ICT system Number of policies with procedure manuals Number of approved processes automated % of MSP projects implemented.
			Optimise ICT systems usage, improve manual procedures & processes	<ul style="list-style-type: none"> % of vehicles serviced according to schedule Number of municipal facilities in good state Number of security breaches to municipal facilities.
			Optimise resources & facility management	<ul style="list-style-type: none"> IDP credibility rating by CoGTA Number of IDP process plan activities achieved according to set timeframes % compliance to IDP process plan % Compliance to MFMA calendar of reporting Number of SDBIP projects implemented in current financial year.
			Improve planning and monitoring Optimise fleet management	
			Improve waste, open space and cemetery management	<ul style="list-style-type: none"> Number of operational landfill sites Number of functional cemeteries with capacity.
			Promote community safety	<ul style="list-style-type: none"> Number of awareness campaigns conducted % of by-laws enforced % implementation of integrated safety management plan.

BACK TO BASICS	NKPA	STRATEGIC GOAL	OBJECTIVES	INDICATORS
Sound Financial Management	Financial Viability and Management	To ensure financially viable and sustainable municipality	Improve revenue management and reduce debt Improve budget & strengthen financial governance Improve supply chain management	% collection of current debt % collection of outstanding debts Debt recovery ratio Outstanding services debtors to revenue ratio Cost coverage ratio % of creditors paid within 30 days % salaries vs OPEX % of grants spent % Compliance with MFMA calendar of reporting % of actual budget spent against projected % of audit findings resolved % of OPEX budget spent on WSP % of capital budget actually spent on capital projects % compliance to supply chain strategy No of functional bid committees Average turnaround time for processing bids Variance reduction in number of deviations from SCM policy Number of business units implementation procurement plans according to set standards.

BACK TO BASICS	NKPA	STRATEGIC GOAL	OBECTIVES	Indicators
	Local Economic Development	To promote local economic and social development	Promote Economic Development(Initiatives) Promote job creation(Number of jobs created)	% of LED strategy implemented % of tourism strategy implemented Number of jobs created through LED & EPWP projects Number of job opportunities crated for focus groups Number of projects implemented directed at EPWP Number of bursaries awarded to the community Number of community skills development projects implemented. Number of Co-operatives established Number of Co-operatives and SMME trainings conducted Number of functional LED structures Number of LED summits conducted.
Building Capable Institutions and Administrations	Spatial Analysis	To promote integrated sustainable development	Improve land use management Develop integrated spatial development framework Land development plan for all land to be developed Infrastructure development plan Nodal development plan for Bekkersdal And Simunye	Number of inspections conducted Land Use management Strategy developed % Compliance with framework for managing unlawful occupation of land & buildings % of development planning applications processed % of housing sector plan developed. % housing sector plan implemented Hectares of land identified for housing development Number of milestones achieved on housing sector plan.

SECTION H: SECTOR PLANS

The following are sector plans which are attached as annexures into this document

No.	Name of strategy/Plan	Department	Status of Plan	Approval Date	Review due date	Copy Available Hard and Soft Copy
1	LED Strategy & Implementation Plan	Strategic Services				
2	HRM & HRD Strategy	Corporate Services	Draft	30/06/2015		
3	PMS Policy & Framework	Strategic Services				
4	SDF	Infrastructure	Approved			
5	WSDP	Infrastructure	Draft			
6	MSP	Corporate Services	Approved			
7	DRP	Corporate Services	Draft			
8	IWMP	Community Services	Draft	30/06/2015		
9	HIV/AIDS PLAN	Community Services				
10	Electricity Master Plan	Infrastructure				
11	Disaster Management Plan	Community Services	Draft			
12	LITP	Infrastructure	Draft			

SECTION I: PROGRAMMES AND PROJECTS

STRATEGIC GOAL 1: TO PROMOTE INTEGRATED SUSTAINABLE DEVELOPMENT:

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
	Urban renewal and upgrade of streetscape: Sections of Allan & Edward Street,	4 & 6					
	Urban design framework for the core area of the CBD to contribute to create a more distinguishable sense of place/local character	4 & 6					
	Precinct plan including feasibility study: TOD Precinct	4 & 6					
	Upgrading/Management of taxi ranks	4,6,7,8,9,10,11,12, 13,14,15					
	Environmental study/environmental assessment/environmental management plan for ridge area included in urban edge to set development conditions and limitations	4 & 6					
	Develop detailed precinct plan for TOD precinct, local node & secondary activity corridor, secure funding the development of civic facilities to kick-start the development of a formal local node.	7 & 8					
	Construct/complete the link road between Bekkersdal & Simunye	7 & 8					
	Develop detailed local development framework/precinct plan for area	Greater Syferfontein					

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
	Bi-lateral consultation with the City of Joburg regarding links into the southern section of the BRT system.	Greater Syferfontein					
	Bi-lateral consultation with the City of Joburg on construction of new water treatment works	Greater Syferfontein					
	Bi-lateral consultation with the City of Joburg Obtain relevant legal permission from land owners (City of Joburg) to proceed with development of portions of Farm Syferfontein	Greater Syferfontein					
	Bi-lateral consultation with the City of Joburg Complete regional feasibility study	Greater Syferfontein					
	Relocation of informal settlement to safe area	Bekkersdal					
	Consolidation of local node for daily convenience good through enterprise development/led initiatives	Bekkersdal					
	Construct/complete link road with Simunye	Bekkersdal					
	The completion of Environmental impact Assessment process to determine suitability for residential	Thusanang					
	A feasibility study to determine if the benefits of setting a community in the area are significant enough to counter the cost of the service provision and locational disadvantages of the site.	Thusanang					
	The provision of bulk service capacity (water, sewerage & electricity) and well service provision to households	Thusanang					
	The consideration of a subsidised public transport service (feasibility study).	Thusanang					

STRATEGIC GOAL 2: TO ENSURE THE PROVISION OF BASIC SERVICES TO COMMUNITIES:

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
	Sanitation Greater Westonaria	5		21 879 541.1 2			
	Simunye Internal Roads	7& 8		10 100 468	4 484 918.21	10 000 000	MIG
	Bekkersdal Cemetery	9,10,11,12,13,14, 15		5 000 000			MIG
	Prepaid meters (Phase 4)	All wards		7 000 000	2 000 000	2 000 000	MIG
	Construction of waste processing plant (Phase 2)	5			9 000 000		MIG
	Hannes van Niekerk Access road	5			15 000 000		MIG
	Various Parks (Development of Masselpoort park)				4 951 292		MIG
	Construction of transfer stations in Westonaria	All wards			15 157 308		MIG
	Construction of waste processing plant (Phase 2)	5			5 000 000	4 000 000	MIG
	Hannes van Niekerk Access road	5			15 000 000		MIG
	Hillshaven Outfall Sewer upgrade	Ward 3				7 000 000	
	Glenharvie Alternate Pump Supply pipeline construction	Ward 2				5 000 000	
	Westonaria Borwa Electrical Infrastructure house connection	Ward 6		7 000 000	12 000 000	20 000 000	DME
	Installation of smart meters system	All wards		12 500 000	12 500 000		Own funding
	Street lights	All wards		2 000 000	2 500 000	2 683 607	Own funding
	Electricity	All wards					
	Integration of existing cable networks	All wards	27 100 000				
	Oil filled switchgear in street	All wards	7 000 000				

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
	Westonaria Cemetery Upgrade (Access road, Fence & Internal roads)	Ward 4 & 6			5 000 000		MIG
	New Munic Switch Station (25KA)	All wards	4 900 000				
	Munic main intake substation	All wards	32 000 000				
	Internal link		11 000 000				
	New infrastructure for water and waste water	All wards					
	Geological study						
	Panning for bulk services in Thusanang	Ward 1					
	240L Bins	All Wards	1 100 000		1 100 000		Own funding
	Bulk containers	All wards	650 000		650 000		

STRATEGIC GOAL 3: TO PROMOTE LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
	Zuurbekom Multi-Purpose sport & recreation communities	Ward 16		14 632 469			MIG
	Centre rehabilitation (Combi Courts) Take budget to Westonaria Cemetery upgrade				12 000 000		MIG
	Simunye PMS & RCC (Gymnasium)	Wards 7 & 8			5 534 699	10 000 000	MIG
	Procurement of books			580 000	800 000	800 000	DAC
	Horticulture equipment			750 000	500 000	500 000	Own funding
	Grain beneficiation (Extruder)						
	Organic fertilization (Vermiculture)						

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
	Vegetable production (Hydroponics)						
	Spaza Plaza Retail Concept (SMMEs)						
	Gold beneficiation						
	Feasibility on Beneficiation						
	Feasibility study on Retail development in Nodal Area						
	Investor friendly environment						
	Greening & Beautification	All Wards	1 000 000		1 000 000		Own funding

STRATEGIC GOAL 4: TO PROVIDE A DEMOCRATIC AND ACCOUNTABLE GOVERNMENT FOR LOCAL COMMUNITIES:

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
	PA system			30 000			Own funding

STRATEGIC GOAL 5: TO ENSURE INTERNAL MUNICIPAL EXCELLENCE:

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
	Roofing			500 000	700 000		Own funding
	Computers to be replaced			400 000	400 000	200 000	Own funding
	ADSL subscription fee	All			30 000		Own funding
	ICT Security Analysis & Remediation (Back-ups)	All		10 000	500 000		MSIG
	Rental fees of SLA & Printers	All			80 000		Own funding
	Renewal of Microsoft subscription Agreement	All			850 000		Own funding
	Antivirus – Purchase software & install	All			65 000		Own funding
	2 way Communication Radios x 16				100 000		Own funding
	Speed Measuring Equipment				300 000		Own funding
	Fencing of Civic Centre for Access Control				800 000		Own funding
	Alcohol Breathalysers				30 000		Own funding
	Upgrade of Waste & Parks Yard (Paving, Ablutions, Change rooms, Guard houses & Fencing)				600 000		Own funding
	Office furniture				200 000		Own funding

STRATEGIC GOAL 6: TO PROVIDE A DEMOCRATIC AND ACCOUNTABLE GOVERNMENT FOR LOCAL COMMUNITIES:

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding
	Customer Satisfaction Survey	All		150 000	250 000		Own funding

STRATEGIC GOAL 7: TO ENSURE FINANCIALLY VIABLE AND SUSTAINABLE MUNICIPALITY:

Ref No.	Project Name	Ward	Budget	2014/15	2015/16	2016/17	Source of Funding

PROJECT LIST FOR MIG

BASIC SERVICE DELIVERY

Project Name	Commitment on Estimate Budget	Commitment on Estimate Budget	Commitment on Estimate Budget
	2015/16	2016/17	2017/18
DoRA ANNUAL ALLOCATION	R 46 371 000.00	R 48 156 000.00	R 50 832 000.00
PMU OPERATIONAL BUDGET	R 2 318 550.00	R 2 407 800.00	R 2 541 600.00
Upgrading Libanon Landfill Site (Phase 3)			
Pre-paid Water Meters (phase 4) - supply and Installation	R 2 000 000.00	R 2 000 000.00	R 2 000 000.00
Construction of waste processing plant (Phase 2)		R 5 000 000.00	R 5 000 000.00
Bekkersdal Transfer Station			
Construction of transfer stations in Westonaria			
Bekkersdal Cemetery			
Roads in Zuurbekom (phase 2)		R 5 000 000.00	R 3 958 400.00
Zuurbekom Roads {George Sacks}			
Zuurbekom New and Refurbishment of High Mast Lighting	R 5 000 000.00		
Simunye Internal Roads (Bila) {Phase 2}			
Simunye Internal Roads {Phase 5}	R 9 877 096.00	R 3 192 151.66	
Simunye Cemetery (Phase 2)			
Mohlakeng to Hannes van Niekerk WWTP Bulk outfall sewer emergency works			
Refurbishment of the existing Taxi Rank (Hawker Stalls)			
Refurbishment & Upgrading of Street Lights Greater Westonaria			
Supply, Delivery and Installation of Streetlight Reticulation as and when required for a period of three (3) years for WLM (Lengwati)			
Venterspost Waterpan Water {Venterspost main waterline upgrade}			
Sanitation Greater Westonaria {Protea Park outfall sewer line }			
Venterspost Waterpan Water{Construction of Waterpan main line }			
Zuurbekom Clinic			
Westonaria Cemetery Refurbishment	R 300 000.00		
Hills Haven Outfall Sewer Upgrade		R 7 000 000.00	
Venterspost Streetlights - New and Refurbishment	R 5 000 000.00		
Proposed infrastructure (Industrial park) development on portion 47 & 48 of the farm Gem post 288IQ	R 6 206 028.81	R 8 000 000.00	R 6 835 160.78
Hannes van Niekers Access Road			R 15 000 000.00
Westonaria alternate supply pipeline construction		R 5 500 000.00	
Green Energy High Mass Lighting in Bekkersdal, Thusanang and Water works			
Glenharvie Alternate Pump Supply pipeline construction		R 5 000 000.00	

LOCAL ECONOMIC & SOCIAL DEVELOPMENT

Project Name	Commitment on Estimate Budget	Commitment on Estimate Budget	Commitment on Estimate Budget
	2015/16	2016/17	2017/18
DoRA ANNUAL ALLOCATION	R 46 371 000.00	R 48 156 000.00	R 50 832 000.00
PMU OPERATIONAL BUDGET	R 2 318 550.00	R 2 407 800.00	R 2 541 600.00
Simunye Multi-Purpose Sport & Recreation Community Centre (phase 2)		R 5 056 048.34	R 3 996 839.22
Simunye Multi-Purpose Sport & Recreation Community Centre (Indoor Exercise Facility)	R 6 534 699.00		
Zuurbekom Multi-Purpose Sport & Recreation Community Centre			R 3 500 000.00
Zuurbekom Multi-Purpose Sport & Recreation Community Centre Refurbishment {Combi Courts}			
Zuurbekom Multi-Purpose Sport & Recreation Community Centre {Bulk Electricity}			
Zuurbekom Multi-Purpose Sport and Recreation Communities Centre {Ablution Facilities}			
Simunye Library			
Westonaria Sport Complex (Phase 2)			R 8 000 000.00
Upgrading of Paul Nell Gymnasium			
Bekkersdal Stadium Refurbishment (Fencing, Portable Stands, Guardhouse, Artificial Football field, Grass embankment seating, Upgrading ablution facility)	R 9 134 626.19		
	R 44 052 450.00	R 45 748 200.00	R 48 290 400.00
TOTALS	R 46 371 000.00	R 48 156 000.00	R 50 832 000.00

SECTION J:**ALIGNMENT WITH NATIONAL AND PROVINCIAL OBJECTIVES
AND PROGRAMMES**

NATIONAL KEY PERFORMANCE AREAS	MUNICIPAL STRATEGIC GOALS
SPATIAL ANALYSIS (SPATIAL DEVELOPMENT AND LAND USE MANAGEMENT)	Goal 1 : To promote integrated sustainable development
BASIC SERVICE DELIVERY	Goal 2 : To ensure the provision of basic services to communities Goal 4: To provide safe and healthy environment
LOCAL ECONOMIC DEVELOPMENT	Goal 3 : To promote local economic and social development
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Goal 5: To ensure internal municipal excellence
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Goal 6 : To provide a democratic and accountable government for local communities
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Goal 7 : To ensure financially viable and sustainable municipality

STRATEGIC GOALS & OBJECTIVES	LINKAGE WITH OUTCOME 9	LINKAGE WITH NATIONAL OUTCOMES	LINKAGE WITH NDP
<ul style="list-style-type: none"> • To promote integrated sustainable development <ul style="list-style-type: none"> ○ Land use management (Objectives) (KPAs) ○ Human settlements management ○ Infrastructure master planning ○ Rural development planning 	Differentiate approach to municipal financing, planning & support (Output 1) Support for human settlements (output 3)	(Outcome 9) a responsive, accountable, effective and efficient local government system.	New spatial norms and standards, densifying cities, improving transport, locating jobs where people lives, upgrading informal settlements and fixing housing markets gaps.
<ul style="list-style-type: none"> • To ensure the provision of sustainable basic services to communities <ul style="list-style-type: none"> ○ Physical infrastructure (Roads, electricity network, public amenities, water network, storm water network, sanitation network, etc.) ○ Municipal services (Water, sanitation, electricity, solid waste removal, etc.) 		An efficient, competitive economic infrastructure network (Outcome 6)	Establish a competitive base of infrastructure, human resources & regulatory frameworks.
<ul style="list-style-type: none"> • To promote sustainable local economic and social development <ul style="list-style-type: none"> ○ Economic development ○ Social development ○ Rural development 		(Outcome 4) Decent employment through inclusive economic growth	Ensure household food and nutrition security. Play a leading role in continental development, economic integration and human rights.
<ul style="list-style-type: none"> • To provide a safe and healthy environment <ul style="list-style-type: none"> ○ Environmental management ○ Community safety 		(Outcome 3) All people in South Africa protected and feel safe. (Outcome 10) protection & enhancement of environmental assets & natural resources	Ensure that all people live safely, with an independent and fair criminal justice system. Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such children and people with disabilities. Establish effective, safe & affordable public transport.

STRATEGIC GOALS & OBJECTIVES	LINKAGE WITH OUTCOME 9	LINKAGE WITH NATIONAL OUTCOMES	LINKAGE WITH NDP
<ul style="list-style-type: none"> To provide a democratic and accountable government for local communities <ul style="list-style-type: none"> Broaden local democracy Corporate governance 	Implement community work programmes (Output 2) Refine ward committee model to deepen democracy (Output 4)	(Outcome 9) a responsive, accountable, effective and efficient local government system.	
<ul style="list-style-type: none"> To ensure internal municipal business excellence <ul style="list-style-type: none"> Business management / leadership <ul style="list-style-type: none"> Strategic positioning (policies, structures, strategic planning, operational planning, focus on core business) Organisational culture Stakeholder relations management / communication Business performance management Resource management <ul style="list-style-type: none"> Human resource management Financial management ICT management Information / knowledge management Asset management 	Improve municipal financial administrative capability (Output 5) Differentiate approach to municipal financing, planning & support (Output 1)	(Outcome 5) skilled & capable workforce to support inclusive growth (Outcome 12) a development-oriented public service & inclusive citizenship.	Ensure that skilled, technical, professional & managerial posts better reflect the country's racial, gender and disability makeup. Establish a competitive base of infrastructure, human resources & regulatory frameworks.

National Development Plan (NDP) in Brief by 2030

- Eliminate income poverty – Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39 percent to zero.
- Reduce inequality – The Gini-coefficient should fall from 0.69 to 0.6

Enabling milestones

- Increase employment from 13 million in 2010 to 24 million in 2030.
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.
- Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- Broaden ownership of assets to historically disadvantaged groups.
- Increase the quality of education so that all children have at least two years of pre-school education and all children in grade 3 can read and write.
- Provide affordable access to quality health care while promoting health and well-being.

- Establish effective, safe and affordable public transport.
- Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
- Ensure that all South Africans have access to clean running water in their homes.
- Make high-speed broadband internet universally available at competitive prices.
- Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- Ensure household food and nutrition security.
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
- Realise a developmental, capable and ethical state that treats citizens with dignity.
- Ensure that all people live safely, with an independent and fair criminal justice system.
- Broaden social cohesion and unity while redressing the inequities of the past.
- Play a leading role in continental development, economic integration and human rights.

Critical Actions

1. A social compact to reduce poverty and inequality, and raise employment and investment.
2. A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
3. Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.
4. Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
5. An education accountability chain, with lines of responsibility from state to classroom.
6. Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
7. Public infrastructure investment at 10% of gross domestic product (GDP) financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
8. Interventions to ensure environmental sustainability and resilience to future shocks.
9. New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
10. Reduce crime by strengthening criminal justice and improving community environments.

16. FOURTEEN (14) OUTCOMES OF GOVERNMENT AND ROLE OF LOCAL GOVERNMENT

1. Improve the quality of basic education		
Outputs	Key spending programmes (National)	Role of Local government
<ol style="list-style-type: none"> 1. Improve quality of teaching and learning 2. Regular assessment to track progress 3. A credible outcomes-focused accountability 	<p>Increase the number of Funza Lushaka bursary recipients</p> <ul style="list-style-type: none"> • Assess every child in grades 3, 6 and 9 every year • Improve learning and teaching materials to be distributed to primary schools in 2014 • Improve maths and science teaching 	<p>Facilitate the building of new schools by:</p> <ul style="list-style-type: none"> • Participating in needs assessments • Identifying appropriate land • Facilitating zoning and planning processes. • Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections

2. Improve both health and life expectancy		
<ol style="list-style-type: none"> 1. Increase life expectancy to 58 for males and 60 for females 2. Reduce maternal and child mortality rates to 30 – 40 per 1000 3. Combat HIV/Aids and Tuberculosis (TB) 4. Strengthen health services effectiveness 	<p>Revitalise primary health care</p> <ul style="list-style-type: none"> • Increase early antenatal visit to 50% • Increase vaccine coverage • Improve hospital and clinic infrastructure • Accredite health facilities • Extend coverage of new child vaccines • Expand HIV prevention and treatment • Increase prevention of mother-to-child transmission • School health promotion increase school visits by nurses from 5% to 20% • Enhance TB treatment 	<p>Many municipalities perform health functions on behalf of provinces</p> <ul style="list-style-type: none"> • Strengthen effectiveness of health services by specifically enhancing TB treatments and preventing HIV/Aids • Municipalities must continue to improve community health service infrastructure by providing clean water, sanitation and waste removal services.

3. All people in South Africa protected and feel safe		
<ol style="list-style-type: none"> 1. Reduce overall level of crime 2. An effective and integrated criminal justice system 3. Improve perceptions of crime and trust 4. Improve investor perceptions and trust 5. Effective and integrated border management 6. Secured Integrity of identity of citizens and residents 7. Cyber-crime combated 	<p>Increase police personnel</p> <ul style="list-style-type: none"> • Establish tactical response teams in provinces • Upgrade IT infrastructure in correctional facilities • ICT renewal in justice cluster • Occupation-specific dispensation for legal professionals • Deploy South African National Defence Force (SANDF) soldiers to South Africa's borders 	<p>Facilitate the development of safer communities through better planning and enforcement of municipal by-laws</p> <ul style="list-style-type: none"> • Direct the traffic control function towards policing high risk violations – rather than revenue collection • Metro police services should contribute by: <ul style="list-style-type: none"> ✓ Increasing police personnel ✓ Improving collaboration with South African Police Services (SAPS) ✓ Ensuring rapid response to reported crimes.

4. Decent employment through inclusive economic growth		
<ol style="list-style-type: none"> 1. Faster and sustainable inclusive growth 2. More labour-absorbing growth 3. Strategy to reduce youth unemployment 4. Increase competitiveness to raise net exports and grow trade 5. Improve support to small business and co-operatives 6. Implement expanded public works programmes 	<p>Invest in industrial development zones</p> <ul style="list-style-type: none"> • Industrial sector strategies • Automotive industry, clothing and textiles • Youth employment incentive • Develop training and systems to improve procurement • Skills development and training • Reserve accumulation • Enterprise financing support • New phase of public works programmes 	<p>Create an enabling environment for investment by streamlining planning application processes</p> <ul style="list-style-type: none"> • Ensure proper maintenance and rehabilitation of essential services infrastructure • Ensure proper implementation of the EPWP at municipal level • Design service delivery processes to be labour intensive • Improve procurement systems to eliminate corruption and ensure value for money • Utilise community structures to provide services
5. A skilled and capable workforce to support inclusive growth		
<ol style="list-style-type: none"> 1. Institutional mechanism 2. Increase access to intermediate and high-level learning programmes 3. Increase access to occupation specific programmes (especially artisan skills training) 4. Research, development and innovation in human capital 	<p>Increase enrolment in FET colleges and training of lecturers</p> <ul style="list-style-type: none"> • Invest in infrastructure and equipment in colleges and technical schools <ul style="list-style-type: none"> ◦ Expand skills development Learnerships funded through sector training authorities and National Skills Fund. • Industry partnership projects for skills and technology development • National Research Foundation centres excellence, and bursaries and research programmes. 	<p>Develop and extend intern and work experience programmes in municipalities</p> <ul style="list-style-type: none"> • Link municipal procurement to skills development initiatives
6. An efficient, competitive and responsive economic infrastructure network		
<ol style="list-style-type: none"> 1. Improve competition and regulation 2. Reliable generation distribution and transmission of energy 3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports 4. Maintain bulk water infrastructure and ensure water supply 5. Information and communication technology 6. Benchmarks for each sector 	<p>An integrated energy plan and successful independent power producers</p> <ul style="list-style-type: none"> • Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers • Increase infrastructure funding for provinces for the maintenance of provincial roads • Complete Gauteng Freeway Improvement programme • Complete De Hoop Dam and bulk distribution • Nandoni pipeline • Invest in broadband network infrastructure 	<p>Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services.</p> <ul style="list-style-type: none"> • Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport • Maintain and expand water purification works and waste water treatment works in line with growing demand • Cities to prepare to receive the devolved public transport function • Improve maintenance of municipal road networks

7. Vibrant, equitable and sustainable rural communities and food securities		
<ol style="list-style-type: none"> 1. Sustainable agrarian reform and improved access to markets for small farmers 2. Improve access to affordable and diverse food 3. Improve rural services and access to information to support livelihoods 4. Improve rural development opportunities 5. Enable institutional environment for sustainable and inclusive growth 	<p>Settle 7000 land restitution claims</p> <ul style="list-style-type: none"> • Redistribute 283 592 ha of land by 2014 • Support emerging farmers • Soil conservation measures and sustainable land use management • Nutrition education programmes • Improve rural access to services by 2014: <ul style="list-style-type: none"> ✓ Water – 74% to 90% ✓ Sanitation – 45% to 65% 	<p>Facilitate the development of local markets for agricultural produce</p> <ul style="list-style-type: none"> • Improve transport links with urban centres so as to ensure better economic integration • Promote home production to enhance food security • Ensure effective spending of grants for funding extension of access to basic services.
8. Sustainable human settlements and improved quality of household life		
<ol style="list-style-type: none"> 1. Accelerate housing delivery 2. Improve property market 3. More efficient land utilisation and release of state-owned land 	<p>Increase housing units built from 220 000 to 600 000 a year</p> <ul style="list-style-type: none"> • Increase construction of social housing units to 80 000 a year • Upgrade informal settlements: 400 000 units by 2014 • Deliver 400 000 low income houses on state-owned land • Improve urban access to basic services by 2014: <ul style="list-style-type: none"> ✓ Water – 92% to 100% ✓ Sanitation – 69% to 100% ✓ Refuse removal – 64% to 75% ✓ Electricity – 81% to 92% 	<p>Cities must prepare to be accredited for the housing function</p> <ul style="list-style-type: none"> • Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements • Participate in the identification of suitable land for social housing • Ensure capital budgets are appropriately prioritised to maintain existing services and extend services
9. A response and accountable, effective and efficient local government system		
<ol style="list-style-type: none"> 1. Differentiate approach to municipal financing, planning and support 2. Community work programme 3. Support for human settlements 4. Refine ward committee model to deepen democracy 5. Improve municipal financial administrative capability 6. Single coordination window 	<p>Municipal capacity-building grants:</p> <ul style="list-style-type: none"> • Systems improvement • Financial management (target: 100% unqualified audits by 2014) • Municipal infrastructure grant • Electrification programme • Public transport & systems grants • Neighbourhood development partnership grant • Increase urban densities • Upgrade informal settlements 	<p>Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</p> <ul style="list-style-type: none"> • Implement the community work programme • Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues • Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption.

10. Protection and enhancement of environmental assets and natural resources		
<ol style="list-style-type: none"> 1. Enhance quality and quantity of water resources 2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality 3. Sustainable environment management 4. Protect biodiversity 	<p>National water resource infrastructure programme</p> <ul style="list-style-type: none"> • Reduce water losses from 30% to 15% by 2014 • Expanded public works environmental programmes improve air quality • 100 wetlands rehabilitated a year • Forestry management (reduce deforestation to <5% of woodlands) • Biodiversity and conservation (increase land under conservation from 6% to 9%) 	<p>Develop and implement water management plans to reduce water losses</p> <ul style="list-style-type: none"> • Ensure effective maintenance and rehabilitation of infrastructure • Run water and electricity saving awareness campaigns • Ensure proper management of municipal commonage and urban open spaces • Ensure development does not take place on wetlands.
11. A better South Africa, a better and safer Africa and world		
<ol style="list-style-type: none"> 1. Enhance the African agenda and sustainable development 2. Enhance regional integration 3. Reform global governance institutions 4. Enhance trade and investment between South Africa and partners 	<p>International co-operation: proposed establishment of the South African Development Partnership Agency</p> <ul style="list-style-type: none"> • Defence: peace-support operations • Participate in post-conflict reconstruction and development • Border control: upgrade inland ports of entry • Promote trade and investment in South Africa: • Support for value-added exports • Foreign direct investment promotion 	<p>Role of Local Government is fairly limited in this area: Must concentrate on:</p> <ul style="list-style-type: none"> • Ensuring basic infrastructure is in place and properly maintained • Creating and enabling environment for investment
12. A development-oriented public service and inclusive citizenship		
<ol style="list-style-type: none"> 1. Improve government performance 2. Government-wide performance monitoring and evaluation 3. Conduct comprehensive expenditure review 4. Information campaign on constitutional rights and responsibilities 5. Celebrate cultural diversity 	<p>Performance monitoring and evaluation:</p> <ul style="list-style-type: none"> • Oversight of delivery agreements • Statistics SA: Census 2011 – reduce undercount • Chapter 9 institutions and civil society: programme to promote constitutional symbols and heritage • Sport & Recreation: support mass participation and school sport programmes 	<p>Continue to develop performance monitoring and management systems</p> <ul style="list-style-type: none"> • Comply with legal, financial reporting requirements • Review municipal expenditure to eliminate wastage • Ensure councils behave in ways to restore community trust in local government
13. Social Protection		
14. Nation building and social cohesion		

SECTION K:

PROGRAMMES AND PROJECTS OF OTHER SPHERES

A combined effort from local government, sector departments and private initiatives are needed to address unemployment, improved service delivery, eradicating the backlogs experienced with regard to housing, basic services and skills development.

1. GOLD ONE - SOCIAL AND LABOUR PLANS

1.1 WESTONARIA – GOLD ONE

WESTONARIA NEW PROJECTS	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	TOTAL
Hawkers Market	500,000	500,000	600,000	400,000		2,000,000
Protective clothing manufacturing	400,000	400,000	500,000	500,000	500,000	2,300,000
Education Centre of Excellence	500,000	500,000	500,000	500,000		2,000,000
Business Development Support Initiatives		500,000	500,000	250,000	250,000	1,500,000
TOTAL						7,800,000

The plan from Gold One Cooke Operations is to start with the implementation of all the above LED projects in the financial year of 2013/2014. The projects will, as per the above table, continue for a period of five years.

1.2 REVISED SLP FOR GOLD FIELDS SOUTH DEEP MINE – IMPLEMENTATION PLAN TO THE WESTONARIA LOCAL MUNICIPALITY (2013 – 2017)

PROJECT	2010 – 2014 SLP BUDGET	2010 -2014 SLP SPEND	BALANCE	STATUS REPORT
Emerging Farmers Agricultural Support (Agric-Hub)	R6, 830,000	R1, 001,460	R5, 828,540	Partially implemented. Funds to be directed to infrastructure project.
Waste Management & Recycling project	R1, 408,000	No expenditure incurred	R1, 408,000	Project delayed by authorization process. Funds to be directed to infrastructure project.
Car wash project	R880,000	No expenditure incurred	R880,000	Discontinued due to low impact benefit.
Community Partnership (CBDC)	R530,000	R350,000	R180,000	Localization project implementation in progress. Final phase (HUB) to be completed by June 2013.
Garment manufacturing project	R1,733,000	R1,487,384	R245,616	Final phase implemented. The mine to exit in 2014.
Backlog funds available	R14, 496,000	R2,838,844	R11,657,156	
LED Projects still to be completed (2013 -2014)				
Community Partnership (CBDC)			R180,000	Localization project implementation in progress. Final phase (HUB) to be completed by June 2013.
Garment manufacturing project			R245,616	Final phase implemented. The mine to exit in 2014.
Funds to be spent to complete the SLP projects			R425,616	
Total funds available for infrastructure backlog project			R11, 231,540	

1.3 KLOOF/SIBANYE GOLD SOCIAL AND LABOUR PLAN

NAME OF THE IDENTIFIED PROJECT	FOCUS AREA	START DATE	END DATE	LOCATION	ANNUAL FUNDING	EXPECTED NO. OF JOBS TO BE CREATED
Amapondo tourism project	Tourism & poverty alleviation	Jan 2015	Dec 2016	WLM	R3,000,000	500 – 1000
Enterprise Development Project	Skills development & enterprise development	Jan 2014	Dec 2016	WLM	R3,000,000	20 – 30
Alien invader beneficiation & nursery project	Poverty alleviation & biodiversity management	Jan 2014	Dec 2016	WLM	R3,000,000	30 – 70
Simunye school social infrastructure project	Infrastructure development	Jan 2012	Dec 2016	WLM	R2,000,000	15 – 20
Current commitment						
Eradication of alien invader tree species	Poverty alleviation & biodiversity management	Jan 2013	To be confirmed	WLM	R2,000,000	30 – 70
Establishment of Sibanye Gold business support centre focused on youth	Skills development & capacity building	Jan 2012	To be confirmed	WLM	R1,000,000	5 - 10

1.4 AFRISAM

PROJECT NAME	OBJECTIVES	2013 BUDGET	2014 BUDGET	2015 BUDGET	2016 BUDGET	2017 BUDGET	NO OF JOBS CREATED
Isiqalo chicken & Bakery	Job creation Poverty eradication Food security	R350,000	R250,000	R200,000	R100,000	R75,000	6 3 indirect

1.5. SECTOR DEPARTMENTS

1.5.1 Bekkersdal Renewal Programmes (BRP)

1.5.2 LED related projects

The BRP Programmes are projects and programmes which were funded by Department of Local Government and Housing in partnership with Westonaria Local Municipality.

1. Agric Business Project

- The Projects has been vandalized and Westonaria Local Municipality is busy collecting the remaining project's movable equipment's to be kept in safe storage.

2. Farmers Support Project

- No activities on site and the project were vandalized as well, but the relevant department is busy with refurbishments

3. Brick Making Plant Project

- The project was also vandalized and Westonaria Local Municipality is busy negotiating with the contractor to release the brick machinery and to be kept in Municipality storage.

4. Bekkersdal Business Hub and Local Business Support Centre (LBSC).

Both projects were vandalized and the department is busy refurbishing them and after completion they will be handed to Westonaria Local Municipality.

1.6 Housing related projects:

Construction Stage			
No.	Project	Status	Completion date
1	Access road	99% complete	17 May 2013
2.	Vandalised buildings	90% complete	31 May 2013
3.	Link Road	90% complete	30 September 2013
4.	Rubble Trap	100% complete	17 July 2013

Tendering Stage			
No.	Project	Status	Completion date
1.	Sewer Network	Drawings approved(Tender awarded)	Waiting for GDLGH to tender

Design Stage			
No.	Project	Status	Completion date
1.	Sport Field	5 Sites identified Dolomite investigation	Scheduled asap
2.	Internal roads	90% complete	To be implemented after sewer network
3.	Beautification of parks	85% complete	
4.	Stormwater at the Taxi rank	92% complete	

Planning Stage			
No.	Project	Status	Completion date
1.	High Mast and Street Lightning	Proposal to housing	Active
2.	Brick making plant	Site identified Dolomite investigation Feasibility study	Scheduled asap Active

1.7 Department of Housing:

1 Westonaria Borwa

Description	Target Houses & Units	Budget	2013/14	2014/15	2015/16
Top Structure Construction	100	11 082	11 082		
Top Structure Construction	85	10 550		10 550	
Top Structure Construction	80	9 929			9 929
Top Structure Construction	500	37 183	37 183		
Top Structure Construction	400	59 012		59 012	59 012
Installation of services	1000	25 696	25 696		
Professional Fees		4 462	4 462		
Professional Fees		1 330	1 330		

1.8 Department of Sports, Recreation, Arts and Culture

Venterspost Library

Description	Description	Estimate Budget 2013/14		Funding Source
Library construction	Construction of Library in Venterspost	6 300 000	Conditional Grant (1 600 000) Equitable shares (1 200 000)	Province

1.9 Department of Energy

Description	Target Houses & Units	Budget	2013/14	2014/15	2015/16
Bulk Supply point to Westonaria Borwa	4300 Simunye 7000 Borwa	R107m	R13m		

1.10 Department of Water Affairs

Description	Budget	2012/13	2013/14
Upgrades of Hannes Van Niekerk Waste Water Treatment Works Rand Water	270 000 000	204 000 000	66 000 000 (completed)

1.11 Department of Health

FACILITY NAME	CATEGORY	SCOPE OF WORK	BUDGET	INFRASTRUCURE TYPE
Bekkersdal West & MOU Clinic	Day to Day	Replacement of cracked entrance glass door	40	Clinic
Bekkersdal East Clinic	Day to Day	Replacement of cracked entrance glass door	40	Clinic
Venterspost Clinic	Day to Day	Installation of security burglar windows	30	Clinic
Venterspost Clinic	Day to Day	Installation of Pharmacy shelves	20	Clinic
Simunye Clinic	Day to Day	Installation of Curtain Screens Rails	250	Clinic

1.12 Department of Education**2013/2014 submissions:**

	Description	Status	Budget	2013/14	Funding Source
L/S Venterspost Primary	Steel Palisade Fencing	Retention	50 000	50 000	DOE
Westonaria Primary	Repairs & Maintenance	Design	985 000	985 000	Education Infrastructure Grant

2014/2014 submissions:

No./ Project Ref	Nature of investment	Project / Programme Name	Description	SIP Category	Source of Funding	Budget Programme	Project Stage	2013/14 Adjusted appropriation	MTEF Forward Estimates		
									2014/15	2015/16	2016/17
221	Upgrading and additions	Gerrit Maritz	Grade R	SIP 13: National School build programme	Equitable share	Early childhood development	Identification	-	-	-	1,100
223	Upgrading and additions	Glenharvie	Grade R	SIP 13: National School build programme	Equitable share	Early childhood development	Identification	64	-	-	1,100
260	Upgrading and additions	Itumeleng primary	Grade R	SIP 13: National School build programme	Equitable share	Early childhood development	Tender	-	2,100	-	-
293	Upgrading and additions	L/S Venterspost primary	School – Primary Fencing	SIP 13: National School build programme	Equitable share	Public ordinary school education	Identification	-	1,563	-	-

1.12 Department of Education (Cont.)

No./ Project Ref	Nature of investment	Project / Programme Name	Description	SIP Category	Source of Funding	Budget Programme	Project Stage	2013/14 Adjusted appropriation	MTEF Forward Estimates		
									2014/15	2015/16	2016/17
373	Upgrading and additions	Maputle	Grade R	SIP 13: National School build programme	Equitable share	Early childhood development	Identification	-	-	1,100	-
610	Upgrading and additions	Westonaria Primary	Grade R	SIP 13: National School build programme	Equitable share	Early childhood development	Identification	718	-	-	1,100
619	Upgrading and additions	Zuurbekom	Grade R	SIP 13: National School build programme	Equitable share	Early childhood development	Identification	1,829	-	-	1,100
864	Rehabilitation and refurbishment	Venterspost sinkhole	School - Primary	SIP 13: National School build programme	Equitable share	Public ordinary school education	Construction	1,920	4,500	-	-
871	Rehabilitation and refurbishment	Westonaria Primary School	School - Primary	SIP 13: National School build programme	Equitable share	Public ordinary school education	Construction	570	1,000	3,000	-
872	Rehabilitation and refurbishment	Westonaria Primary School	School - Primary	SIP 13: National School build programme	Education infrastructure	Public ordinary school education	Identification	-	-	10,000	-
875	Rehabilitation and refurbishment	Zuurbekom Primary School	School - Primary	SIP 13: National School build programme	Equitable share	Public ordinary school education	Identification	-	-	-	-

1.13 Department of Social Development

No./ Project Ref.	Nature of investment	Project Name	Strategic Integrated Projects (SIP)	Type of Infrastructure	Project Status	Budget Programme Name	Source of Funding	Total Available	MTEF Forward Estimates		
				Description				2013/14	2014/15	2015/16	2016/17
22	New Construction	Westonaria Social Integrated Facility	Not related to SIPs	Early Childhood 7 Aged Care Centres, Regional Offices, Guardhouse, Mini – Substation, Wall & Landscaping	Feasibility	Children and families	Equitable share	-	-	-	500

1.14 Department Human Settlements

NO.	Project Classification	Project Name	Project Description	Housing programme	Project Status	2014 MTEF Forward Estimates								
						2014/15 Financial Year			2015/16 Financial Year			2016/17 Financial Year		
						Targets for Sites	Target for Houses & Units	Budget	Targets for Sites	Target for Houses & Units	Budget	Targets for Sites	Target for Houses & Units	Budget
159	New Infrastructure	Bekkersdal Urban Renewal	Services / Planning/ Construction Houses	1.Finacial Intervention	Tender	-	-	31,756	-	-	35,000	-	-	35,000
161	New Infrastructure	Westonaria Borwa (48)	Planning of sites	1.Finacial Intervention	Construction	600	-	26,176	250	-	10,851	790	-	34,300
163	New Infrastructure	Westonaria Borwa (48)	Construction of Houses	2.Incremental Housing Programmes	Construction	-	339	37,611	-	420	46,773	-	440	49,285